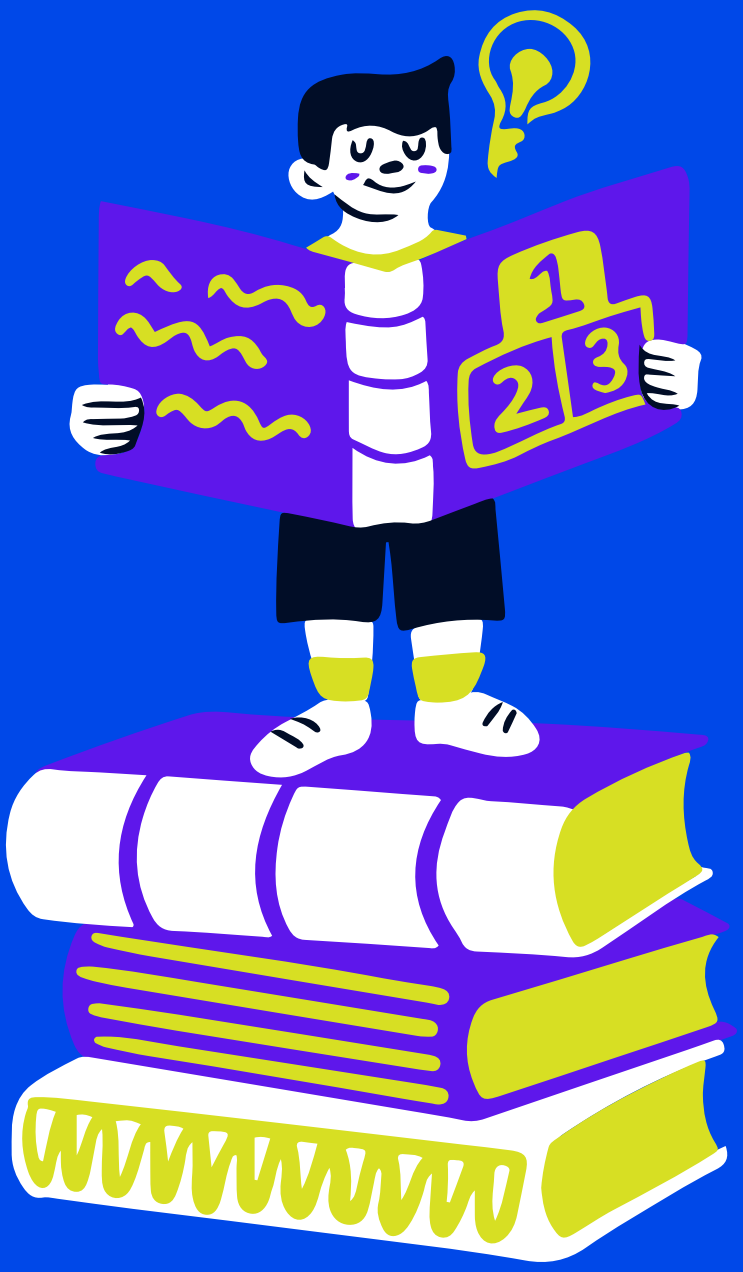
MCQ SERIES

E-BOOK



MLI 102

Management of Library and Information Centres

SAKET SHARMA

Suitable for UGC NET JRF/ KVS / NVS /NCERT/DSSSB/UPPSC/MPPSC LIBRARY ASSPIRANTS

Q1. Which of the following best defines the term 'management'?
a) A collection of people performing non-managerial tasks.
b) A hard-core science like physics or chemistry.
c) Working with people to determine, interpret, and achieve organizational objectives.
d) Implementation of policies, procedures, and rules.

Answer: c) Working with people to determine, interpret, and achieve organizational objectives.
Explanation: Management involves planning, organizing, staffing, leading, and controlling to achieve objectives, distinguishing it from administration, which focuses on policy implementation.

Q2. How does management differ from administration?
a) Management focuses on policy implementation, while administration involves decision-making.
b) Management is concerned with planning, designing, and monitoring, whereas administration implements policies.
c) Administration is broader than management and involves all managerial tasks.
d) There is no difference between management and administration.

Answer: b) Management is concerned with planning, designing, and monitoring, whereas administration implements policies.
Explanation: Management is focused on creating and controlling policies, while administration applies those policies through established procedures.

Q3. Why is management considered both a science and an art?
a) It involves scientific discoveries and creative inventions.
b) It uses scientific principles but applies them creatively to achieve objectives.
c) It is exclusively a scientific discipline without any artistic elements.
d) It is primarily an art with no scientific basis.

Answer: b) It uses scientific principles but applies them creatively to achieve objectives.
Explanation: Management combines the systematic approach of science with the creative execution of art to address organizational challenges.

Q4. Which of the following is NOT an application of the term 'management'?
a) An academic discipline imparting knowledge and skills in management.
b) A group of individuals performing managerial tasks collectively.
c) The implementation of policies, rules, and regulations.
d) A process involving planning, organizing, and controlling.

Answer: c) The implementation of policies, rules, and regulations.
Explanation: The implementation of policies is a function of administration, whereas management involves broader functions like planning and monitoring organizational goals.

Q5. When did management begin to be considered a formal discipline?
a) Around 2900 BC in Egypt.
b) During the 15th century in Venice.
c) In the late 19th century.
d) During the Age of Enlightenment.

Answer: c) In the late 19th century.
Explanation: While management practices date back thousands of years, it was only in the late 19th century that management emerged as a formal discipline with structured theories and concepts.

Q6. Which ancient civilization used over one lakh men for 20 years to build pyramids, demonstrating early use of management principles?
a) Chinese.

b) Egyptian.
c) Roman.
d) Persian.

Answer: b) Egyptian.
Explanation: The construction of pyramids in Egypt around 2900 BC involved large-scale management, showcasing principles of planning, organizing, and resource utilization.

Q7. Who is considered the first management consultant according to references in the Bible?
a) Moses.
b) Pharaoh.
c) Moses' father-in-law.
d) Abraham.

Answer: c) Moses' father-in-law.
Explanation: Moses' father-in-law advised him on organizational structure to lead and govern the Hebrews, making him an early example of a management consultant.

Q8. What management strategy was characteristic of the early 'autocratic period'?
a) Emphasis on team-building and collaboration.
b) Reliance on human worth and individual skill.
c) Use of coercion, absolute authority, and fear of punishment.
d) Application of structured assembly-line techniques.

Answer: c) Use of coercion, absolute authority, and fear of punishment.
Explanation: The early autocratic period relied on control through fear and authority rather than emphasizing individual capabilities or collaboration.

Q9. What key principle was NOT among the four set forth by Machiavelli in 'The Prince'?
a) Mass consent.
b) Will to survive.
c) Ethical decision-making.
d) Cohesiveness.

Answer: c) Ethical decision-making.
Explanation: Machiavelli's principles in *The Prince* focused on pragmatic leadership strategies like mass consent, cohesiveness, will to survive, and leadership, rather than ethical considerations.

Q10. Which 15th-century city-state was known for using assembly-line techniques to outfit ships for war?
a) Rome.
b) Venice.
c) Athens.
d) Babylon.

Answer: b) Venice.
Explanation: Venice employed assembly-line techniques to outfit ships efficiently for war, an early example of systematic management in production.

Q11. What societal change during the Age of Enlightenment and Renaissance influenced management thought?
a) Fear of punishment became a dominant management strategy.
b) Emphasis on human worth, knowledge, and individual skills.
c) Departmentalization of organizations based on power and authority.
d) Focus on absolute authority and coercion.

Answer: b) Emphasis on human worth, knowledge, and individual skills.
Explanation: The Age of Enlightenment emphasized societal values like human worth and individual abilities, influencing modern management perspectives.

Q12. What development in the early 19th century significantly advanced management practices?
a) The invention of assembly-line operations and costing systems.
b) The rise of autocratic management strategies.

c) The publication of Machiavelli's 'The Prince.'
d) The construction of the Great Wall of China.

Answer: a) The invention of assembly-line operations and costing systems.
Explanation: The industrial revolution and the factory system in the 19th century introduced assembly-line operations and costing systems, which were pivotal for advancing management practices.

Q13. Which era is referred to as the 'pre-scientific era' of management?
a) 1880-1920
b) Earlier to 1880
c) 1920-1940
d) 1940 onwards

Answer: b) Earlier to 1880
Explanation: The pre-scientific era of management, also known as the autocratic or authoritarian period, predates 1880 and lacked formal management principles or theories.

Q14. Who classified management theories into six groups, including the empirical and mathematical schools?
a) Herbert Hicks
b) Hitt
c) Evans
d) Koontz

Answer: d) Koontz
Explanation: Koontz classified management theories into six groups, such as the management process school, empirical school, human behavioral school, social systems school, decision theory school, and mathematical school.

Q15. According to Evans, how many basic styles of management are identified by Herbert Hicks in *The Management of Organisations*?
a) Six
b) Eight
c) Eleven
d) Fifteen

Answer: c) Eleven
Explanation: Evans discusses eleven basic styles of management as cited by Herbert Hicks in his book *The Management of Organisations* (1967).

Q16. Hitt and others classify management theories into which three broad groups?
a) Pre-scientific, scientific, and modern management theories.
b) Classical, neoclassical, and modern management theories.
c) Traditional, transitional, and futuristic management theories.
d) Autocratic, participative, and contemporary management theories.

Answer: b) Classical, neoclassical, and modern management theories.
Explanation: Hitt and others (1979) categorized management theories into classical, neoclassical, and modern groups, each containing specific schools of thought.

Q17. Which school of management focuses on the human aspect and behavioral patterns in organizations?
a) Mathematical school
b) Social systems school
c) Human behavioral school
d) Empirical school

Answer: c) Human behavioral school
Explanation: The human behavioral school emphasizes understanding human interactions, motivation, and behavior in the workplace.

Q18. What distinguishes early management writings from more recent ones?
a) Early writings were by academic theorists, while recent writings are by practitioners.
b) Early writings were based on organizational experiments, while recent writings lack practical relevance.
c) Early writings were by experienced practitioners, whereas recent writings come from

academic theorists.
d) There is no significant difference between early and recent management writings.

Answer: c) Early writings were by experienced practitioners, whereas recent writings come from academic theorists.
Explanation: Early management writings were drawn from practical experiences, while more recent theories often emerge from academic studies with limited direct organizational exposure.

Q19. The decision theory school is best described as focusing on:
a) The mathematical modeling of management problems.
b) The logical and systematic process of decision-making.
c) The study of human emotions and behavior in decision-making.
d) The historical analysis of managerial decisions.

Answer: b) The logical and systematic process of decision-making.
Explanation: The decision theory school emphasizes rational and systematic approaches to making decisions within organizational contexts.

Q20. Which school of management emphasizes quantitative techniques and mathematical models?
a) Human behavioral school
b) Mathematical school
c) Social systems school
d) Empirical school

Answer: b) Mathematical school
Explanation: The mathematical school focuses on applying quantitative methods, operations research, and mathematical models to solve management problems.

Q21. Who is considered the father of scientific management?
a) Henry Gantt
b) Frederick Winslow Taylor
c) Harrington Emerson
d) Frank Gilbreth

Answer: b) Frederick Winslow Taylor
Explanation: Frederick Winslow Taylor (1856-1915) is regarded as the father of scientific management for his pioneering work in developing principles aimed at increasing efficiency and systematization in management.

Q22. What was one of the core ideas proposed by Taylor in scientific management?
a) Allowing workers to set their own performance standards.
b) Dividing labor between managers and workers.
c) Eliminating all forms of supervision.
d) Giving workers complete freedom in designing work processes.

Answer: b) Dividing labor between managers and workers.
Explanation: Taylor suggested that managers should handle supervision, setting instructions, and designing work, while workers focus on executing tasks.

Q23. Which experiment conducted by Taylor demonstrated increased output and pay through the scientific method?
a) Great Wall Experiment
b) Pig Iron Experiment
c) Bethlehem Steel Experiment
d) PERT Experiment

Answer: b) Pig Iron Experiment
Explanation: In the Pig Iron Experiment at Bethlehem Steel Company, Taylor showed how scientific methods could increase both worker productivity and daily wages.

Q24. Henry Gantt's significant contribution to management includes:
a) Development of a piece-rate incentive system.
b) Invention of the time-and-motion study.
c) Creation of the Gantt chart for scheduling

production.
d) Writing the book "Twelve Principles of Efficiency."

Answer: c) Creation of the Gantt chart for scheduling production.
Explanation: Henry Gantt developed the Gantt chart, a tool for scheduling production operations, which became a foundation for modern scheduling techniques like CPM and PERT.

Q25. What managerial concept did Henry Gantt emphasize alongside productivity?
a) Scientific training of workers
b) The psychology of workers and the importance of morale
c) Time-and-motion study
d) Rational standards for performance

Answer: b) The psychology of workers and the importance of morale
Explanation: Gantt highlighted the role of worker psychology and morale, advocating that willingness to use correct methods and motivation were essential for productivity.

Q26. Frank and Lillian Gilbreth are best known for their contribution to:
a) Wage-payment systems
b) Time-and-motion study
c) Scheduling production operations
d) Twelve Principles of Efficiency

Answer: b) Time-and-motion study
Explanation: The Gilbreths focused on analyzing tasks to identify the most efficient movements, contributing significantly to time-and-motion studies.

Q27. What is the piece-rate incentive system as developed by scientific management theorists?
a) A system where workers are paid a flat salary irrespective of output.
b) A system where workers receive bonuses for extra hours worked.
c) A system where workers earn higher wages for producing maximum output.
d) A system based on seniority rather than productivity.

Answer: c) A system where workers earn higher wages for producing maximum output.
Explanation: The piece-rate incentive system rewards workers who produce more, aligning higher income with higher output.

Q28. Harrington Emerson's "Twelve Principles of Efficiency" emphasized:
a) Complete freedom for employees to set objectives.
b) Avoiding the use of standardized procedures.
c) Defining objectives, using scientific analysis, and rewarding good work.
d) Eliminating worker training programs.

Answer: c) Defining objectives, using scientific analysis, and rewarding good work.
Explanation: Emerson's principles highlighted the importance of clear objectives, the scientific method, standard procedures, and employee rewards for efficiency.

Q29. The time-and-motion study focuses on:
a) Analyzing jobs to determine the best movements for performing tasks.
b) Setting arbitrary time limits for each task.
c) Observing worker interactions with management.
d) Measuring the time spent in organizational meetings.

Answer: a) Analyzing jobs to determine the best movements for performing tasks.
Explanation: Time-and-motion study examines and optimizes the physical movements required for tasks to enhance efficiency.

Q30. Which book by Harrington Emerson outlines his efficiency principles?
a) "The Principles of Scientific Management"

b) "The Prince"
c) "Twelve Principles of Efficiency"
d) "The Management of Organisations"

Answer: c) "Twelve Principles of Efficiency"
Explanation: Harrington Emerson's *Twelve Principles of Efficiency* (1913) presented foundational principles for effective management practices.

Q31. Who is regarded as the father of administrative management theory?
a) Chester I Barnard
b) Henry Fayol
c) Lyndall Urwick
d) Frederick Winslow Taylor

Answer: b) Henry Fayol
Explanation: Henry Fayol, a French industrialist, is considered the father of administrative management theory for his development of general administrative principles.

Q32. What was Henry Fayol's unified concept of management primarily focused on?
a) Shop-level operations
b) Worker psychology
c) Managerial levels and the organization as a whole
d) Time-and-motion study

Answer: c) Managerial levels and the organization as a whole
Explanation: Fayol focused on managerial activities at all levels and their application across various types of organizations.

Q33. Which of the following functions did Fayol define as fundamental for any manager?
a) Planning, organizing, commanding, coordinating, and controlling
b) Supervising, motivating, hiring, and firing
c) Scheduling, budgeting, negotiating, and evaluating
d) Observing, recording, reporting, and correcting

Answer: a) Planning, organizing, commanding, coordinating, and controlling
Explanation: Fayol identified these five functions as fundamental to the managerial process.

Q34. Which of Fayol's 14 principles of management emphasizes that employees should have only one direct superior?
a) Unity of Direction
b) Unity of Command
c) Discipline
d) Division of Labour

Answer: b) Unity of Command
Explanation: The principle of Unity of Command ensures that employees receive orders from only one superior, avoiding confusion and conflict.

Q35. According to Fayol, what is the primary purpose of the principle of 'Division of Labour'?
a) To minimize labor costs
b) To ensure hierarchical control
c) To achieve efficiency through specialization
d) To centralize authority

Answer: c) To achieve efficiency through specialization
Explanation: Division of Labour improves efficiency by allowing employees to specialize in specific tasks.

Q36. Fayol's principle of 'Remuneration' suggests that:
a) Employees should receive rewards in the form of public recognition.
b) Workers should be paid only based on their productivity.
c) Remuneration must be fair and serve as a motivating factor.
d) Salary should be determined solely by seniority.

Answer: c) Remuneration must be fair and serve as a motivating factor.

Explanation: Fayol believed that fair compensation motivates employees to work effectively.

Q37. The principle of 'Unity of Direction' implies:
a) A single superior for every employee.
b) A unified plan for groups with similar objectives.
c) Centralized decision-making authority.
d) Strict adherence to hierarchical structure.

Answer: b) A unified plan for groups with similar objectives.
Explanation: Unity of Direction ensures that activities with the same goal are guided by one plan and authority.

Q38. According to Fayol, discipline in an organization is maintained by:
a) Strong supervision
b) Following laid-down norms and mutual respect
c) Implementing strict penalties for violations
d) Encouraging complete worker autonomy

Answer: b) Following laid-down norms and mutual respect
Explanation: Discipline involves adherence to norms, obedience, and mutual respect to ensure proper functioning.

Q39. What does Fayol's principle of 'Subordination of Individual Interest to Organizational Interest' emphasize?
a) Employees' personal goals should align with their superior's interests.
b) Organizational goals take precedence over personal interests.
c) Personal conflicts should be prioritized over organizational problems.
d) Individual freedom in decision-making should be maximized.

Answer: b) Organizational goals take precedence over personal interests.

Explanation: Fayol highlighted the need to prioritize organizational objectives over individual preferences to avoid conflict and ensure smooth functioning.

Q40. How did Fayol classify the activities of business enterprises in his theory?
a) Technical, commercial, financial, accounting, security, and administrative
b) Strategic, operational, technical, and logistical
c) Planning, staffing, directing, and controlling
d) Physical, managerial, analytical, and operational

Answer: a) Technical, commercial, financial, accounting, security, and administrative
Explanation: Fayol divided business activities into six groups to provide a comprehensive view of organizational functions.

Q41. What does the principle of Scalar Chain emphasize?
a) Loyalty to superiors
b) A chain of superiors from the highest to lowest rank
c) Short-circuiting authority flow for quick decisions
d) Centralized decision-making at the top level

Answer: b) A chain of superiors from the highest to lowest rank
Explanation: Scalar Chain outlines the hierarchy in an organization, where authority flows systematically from top to bottom.

Q42. Which principle emphasizes fairness and kindness in dealing with subordinates?
a) Stability of Tenure
b) Order
c) Equity
d) Esprit de Corps

Answer: c) Equity
Explanation: The principle of Equity stresses fair treatment and kindness to gain loyalty and devotion from employees.

Q43. What is the significance of the principle of Stability of Tenure?
a) It ensures promotions for loyal employees.
b) It advocates for frequent personnel changes.
c) It maintains job security to boost morale.
d) It prevents decentralization of authority.

Answer: c) It maintains job security to boost morale.
Explanation: Stability of Tenure discourages frequent personnel changes, promoting a stable workforce and better morale.

Q44. What does the principle of Esprit de Corps promote?
a) Centralized decision-making
b) Individualism over teamwork
c) Brotherhood and teamwork among employees
d) Strict adherence to hierarchy

Answer: c) Brotherhood and teamwork among employees
Explanation: Esprit de Corps emphasizes fostering unity and team spirit, which enhances organizational growth.

Q45. According to Chester Barnard, what is the most important function of a manager?
a) Coordinating group activities
b) Promoting cooperative efforts toward organizational goals
c) Monitoring employee productivity
d) Developing hierarchical chains of authority

Answer: b) Promoting cooperative efforts toward organizational goals
Explanation: Barnard believed that managers should encourage cooperation among employees to achieve organizational objectives.

Q46. What did Colonel Lyndall Urwick contribute to management theory?
a) Introduced scientific management principles
b) Compiled the ideas of earlier management theorists in his book
c) Defined the universal functions of management
d) Focused on worker psychology and behavior

Answer: b) Compiled the ideas of earlier management theorists in his book
Explanation: Urwick's book, *The Elements of Administration*, brought together the principles of various early management theorists like Fayol and Taylor.

Q47. Harold Koontz and Cyril O'Donnell introduced which school of thought in management?
a) Scientific Management
b) Universal Approach
c) Management Process School
d) Behavioral Approach

Answer: c) Management Process School
Explanation: Koontz and O'Donnell's Management Process School focuses on the functions of planning, organizing, staffing, directing, and controlling as universal managerial processes.

Q48. What is another name for the management process approach?
a) Functional approach
b) Strategic approach
c) Universal approach
d) Cooperative approach

Answer: c) Universal approach
Explanation: The management process approach is called the universal approach because it emphasizes that management functions are applicable across all types of organizations.

Q49. According to the management process school, what is the difference in management functions at various levels?
a) The functions themselves change.
b) Functions remain the same but differ in complexity.

c) Functions become irrelevant at higher levels.
d) Functions are unique to each organizational culture.

Answer: b) Functions remain the same but differ in complexity.
Explanation: The management process school asserts that managerial functions are universal, though their complexity varies by level.

Q50. What key aspect did Chester Barnard believe was necessary for cooperation in organizations?
a) Strict enforcement of hierarchy
b) Effective communication and balanced rewards
c) Strong disciplinary measures
d) Comprehensive training programs

Answer: b) Effective communication and balanced rewards
Explanation: Barnard emphasized that cooperation relies on clear communication and ensuring a fair balance between employee contributions and rewards.

Q51. One of the criticisms of administrative management principles is that they are:
a) Contradictory and contain dilemmas
b) Focused on the employees' social needs
c) Based on extensive empirical testing
d) Suitable for unstable organizational conditions

Answer: a) Contradictory and contain dilemmas
Explanation: The principles are criticized for being contradictory, such as the conflict between unity of command and division of labor.

Q52. The principle of specialization is criticized because:
a) It increases employee dependence on superiors
b) It is inconsistent and involves competing modes
c) It lacks consideration for employees' psychological needs
d) It leads to unstable organizational conditions

Answer: b) It is inconsistent and involves competing modes
Explanation: Specialization has conflicting modes like purpose, process, and place, which cannot all be followed simultaneously.

Q53. Why are the principles of administrative management considered impractical?
a) They create dynamic organizational structures
b) They are universally applicable under all conditions
c) They are conditional and situation-specific
d) They focus on open system approaches

Answer: b) They are universally applicable under all conditions
Explanation: The principles are criticized for being stated as unconditional and universally valid, which is not feasible in all scenarios.

Q54. Mechanistic organizational structures formed by administrative management principles:
a) Enhance employees' social and psychological needs
b) Are sensitive to the external environment
c) Inhibit employees' self-actualization
d) Promote innovation and adaptability

Answer: c) Inhibit employees' self-actualization
Explanation: Mechanistic structures suppress employees' personal growth and make them overly dependent on superiors.

Q55. Administrative management principles assume that organizations are:
a) Open systems interacting with external environments
b) Based on dynamic employee behaviors
c) Closed systems with rigid structures
d) Decentralized with flexible operations

Answer: c) Closed systems with rigid structures
Explanation: The administrative management school is criticized for treating organizations as closed systems, ignoring external influences.

Q56. One key issue with rigid structures in administrative management is that they:
a) Promote flexibility in unstable conditions
b) Fail to work effectively under unstable conditions
c) Prioritize employee well-being over efficiency
d) Focus on interdisciplinary approaches

Answer: b) Fail to work effectively under unstable conditions
Explanation: Rigid structures created by these principles are unsuitable for dynamic or unstable environments.

Q57. Which key disciplines are ignored by the administrative management school?
a) Mathematics and statistics
b) Sociology, biology, and psychology
c) Technology and engineering
d) Marketing and advertising

Answer: b) Sociology, biology, and psychology
Explanation: The school overlooks disciplines like sociology, biology, and psychology, which are crucial for understanding human behavior in organizations.

Q58. According to critics, administrative management principles cause employees to:
a) Focus on their departmental goals rather than organizational goals
b) Collaborate more effectively with other departments
c) Work more flexibly in dynamic environments
d) Develop interdisciplinary skills

Answer: a) Focus on their departmental goals rather than organizational goals
Explanation: Employees may become overly focused on their own departments, reducing their alignment with overall organizational objectives.

Q59. Administrative management principles are primarily criticized for:
a) Encouraging employee initiative and creativity
b) Leading to excessive decentralization of authority
c) Creating rigid, mechanistic structures unsuitable for modern needs
d) Promoting adaptive organizational frameworks

Answer: c) Creating rigid, mechanistic structures unsuitable for modern needs
Explanation: The rigid structures are seen as outdated and insensitive to employees' social and psychological needs.

Q60. The administrative management school is similar to the scientific management school in that:
a) Both focus on interpersonal relationships in organizations
b) Both are based on empirically tested principles
c) Both are criticized for their mechanistic and rigid approaches
d) Both emphasize the importance of open systems

Answer: c) Both are criticized for their mechanistic and rigid approaches
Explanation: Both schools of thought face criticism for creating rigid structures that fail to address the dynamic and social aspects of organizations.

Q61. The shift to a bureaucratic organizational structure was mainly due to:
a) The need for a more flexible and creative work environment
b) Increasing managerial abuses of power and inconsistencies
c) Emphasis on promoting individual initiative and creativity
d) A desire for informal relationships between employees

Answer: b) Increasing managerial abuses of power and inconsistencies
Explanation: The bureaucratic structure emerged as a response to managerial abuses of power and inconsistencies in organizational management.

Q62. According to Max Weber, a key characteristic of a bureaucratic organization is:
a) Promotion based on personal relationships
b) Informal employee interactions
c) Division of labor by functional specialization
d) Unclear rules and duties

Answer: c) Division of labor by functional specialization
Explanation: Weber's bureaucratic model emphasizes functional specialization, which leads to a clear division of labor.

Q63. Bureaucratic organizations are known for:
a) Encouraging creativity and individual judgment
b) Relying on set rules, hierarchy, and impersonal relations
c) Promoting flexibility and informal relationships
d) Avoiding a strict hierarchy of authority

Answer: b) Relying on set rules, hierarchy, and impersonal relations
Explanation: Bureaucratic organizations are characterized by a strict hierarchy, rules, and impersonal relationships between employees.

Q64. Which of the following is an advantage of bureaucratic organizations?
a) Increased creativity and employee initiative
b) Elimination of overlapping and conflicting duties
c) A focus on the individual rather than the position
d) High levels of informal communication

Answer: b) Elimination of overlapping and conflicting duties
Explanation: Bureaucracy aims to eliminate overlapping or conflicting roles, which improves efficiency and job clarity.

Q65. Bureaucratic organizations base their hiring and promotion processes primarily on:
a) Personal relationships and favoritism
b) Technical competence and merit
c) Informal network connections
d) Employee seniority and loyalty

Answer: b) Technical competence and merit
Explanation: In a bureaucratic system, hiring and promotion are based on merit and technical competence rather than personal factors.

Q66. One of the disadvantages of bureaucracy is that it leads to:
a) Increased creativity and risk-taking among employees
b) High employee engagement and job satisfaction
c) A lack of individual judgment and reluctance to take risks
d) Flexible, adaptive responses to changing environments

Answer: c) A lack of individual judgment and reluctance to take risks
Explanation: The rigid structure of bureaucracy discourages personal initiative and risk-taking, limiting employees' ability to exercise judgment.

Q67. Bureaucracy emphasizes the importance of:
a) Personal relationships over positional roles
b) Conformity and standardized behavior over individual performance
c) Informal procedures and flexible job roles
d) Creativity and employee autonomy

Answer: b) Conformity and standardized behavior over individual performance
Explanation: Bureaucracy values conformity to rules and standards, often at the expense of performance and individual creativity.

Q68. A significant negative consequence of bureaucracy is:
a) High levels of employee creativity and innovation
b) Employees feeling disconnected and indifferent

toward the organization
c) Employees making decisions based on personal judgment
d) A lack of efficiency in operations

Answer: b) Employees feeling disconnected and indifferent toward the organization
Explanation: Bureaucracy's impersonal nature can make employees feel disconnected, leading to indifference about their work and the organization.

Q69. Bureaucratic organizations are less effective in:
a) Ensuring consistency and reducing waste
b) Fostering employee growth, creativity, and initiative
c) Promoting expertise and job security
d) Maintaining a predictable and orderly structure

Answer: b) Fostering employee growth, creativity, and initiative
Explanation: The rigid, impersonal nature of bureaucracy stifles creativity and initiative, hindering employee development.

Q70. In bureaucratic organizations, the focus is primarily on:
a) Individual creativity and performance
b) Position and roles rather than the people filling them
c) Encouraging informal communication and relationships
d) Rewarding personal loyalty over technical skills

Answer: b) Position and roles rather than the people filling them
Explanation: Bureaucratic organizations focus on the position and its duties, rather than the individual employees who hold those positions.

Q71. A major criticism of the classical management theory is:
a) It considers people as motivated only by economic rewards
b) It emphasizes creativity and judgment over economic rewards
c) It is based on modern scientific research and evidence
d) It ignores the complexities of organizational environments

Answer: a) It considers people as motivated only by economic rewards
Explanation: Classical management theory is criticized for assuming that people are primarily motivated by economic rewards, which is often not true in modern organizations.

Q72. The classical management theory is criticized for assuming that:
a) All organizations can be managed with the same set of principles
b) Management should be flexible and adaptable to change
c) Creativity and judgment are essential for organizational success
d) The principles of management should be revisited regularly

Answer: a) All organizations can be managed with the same set of principles
Explanation: One major criticism is that classical theory assumes all organizations should be managed by a universal set of principles, which may not apply to all situations.

Q73. A key flaw of classical management principles is that they:
a) Are based on scientific research and evidence
b) Reflect empirical observations but lack scientific rigor
c) Are focused on human relations and behavioral aspects
d) Emphasize individual judgment and creativity

Answer: b) Reflect empirical observations but lack scientific rigor
Explanation: The principles of classical management theory were based on empirical observations rather than rigorous scientific

research, which limits their reliability and relevance over time.

Q74. Neoclassical theory emerged as a response to classical management theory because it:
a) Focused solely on mechanical and physiological factors of management
b) Emphasized the human-oriented aspects such as employee needs and behaviors
c) Reinforced the same principles that classical theory established
d) Ignored human relations and focused only on organizational structure

Answer: b) Emphasized the human-oriented aspects such as employee needs and behaviors
Explanation: Neoclassical theory arose in reaction to classical theory's mechanical approach, focusing more on human needs, drives, behaviors, and attitudes of employees.

Q75. Which of the following is NOT a characteristic of classical management theory?
a) Emphasis on strict rules and authority
b) Focus on division of labor and specialization
c) Consideration of individual employee needs and emotions
d) Generalization of management principles for all organizations

Answer: c) Consideration of individual employee needs and emotions
Explanation: Classical management theory largely ignored individual employee needs and emotions, focusing instead on strict organizational structure and efficiency.

Q76. Robert Owen and Andrew Ure were important figures in the early development of:
a) Human relations and behavioral schools
b) Scientific management theory
c) Classical management theory
d) Neoclassical theory focusing on human needs

Answer: d) Neoclassical theory focusing on human needs
Explanation: Both Robert Owen and Andrew Ure emphasized human needs in the workplace, influencing the development of neoclassical theory with a focus on employee welfare.

Q77. Neoclassical theory filled gaps left by classical theory by:
a) Focusing more on mechanical and physiological aspects of work
b) Incorporating human factors like employee motivation and behavior
c) Reinforcing the idea of a universal set of management principles
d) Emphasizing strict organizational hierarchies and rules

Answer: b) Incorporating human factors like employee motivation and behavior
Explanation: Neoclassical theory added a focus on human behavior, motivation, and needs, which classical theory largely overlooked.

Q78. The human relations movement of the 1940s and 1950s is criticized for:
a) Successfully creating a new theory of management
b) Filling major gaps in management theory
c) Focusing too much on human factors without creating a viable management theory
d) Focusing only on efficiency and productivity

Answer: c) Focusing too much on human factors without creating a viable management theory
Explanation: While the human relations movement addressed human factors, it did not create a comprehensive or new theory of management.

Q79. One of the major criticisms of the classical management theory is its:
a) Lack of consideration for the social and psychological needs of employees
b) Heavy focus on employee satisfaction and

motivation
c) Emphasis on creativity and judgment over structure
d) Failure to standardize management practices

Answer: a) Lack of consideration for the social and psychological needs of employees
Explanation: Classical theory is criticized for not addressing the social and psychological needs of employees, focusing instead on rigid structures and efficiency.

Q80. Classical management theory is often criticized for:
a) Being highly scientific and evidence-based
b) Ignoring the complexities of modern organizations
c) Incorporating extensive human relations research
d) Encouraging flexibility and adaptability in management

Answer: b) Ignoring the complexities of modern organizations
Explanation: Classical theory is criticized for failing to account for the increasing complexity of modern organizations, which require more creativity and adaptability.

Q81. Who is considered the father of the human relations movement?
a) William J. Dickson
b) Elton Mayo
c) El Roethlisberger
d) Frederick Taylor

Answer: b) Elton Mayo
Explanation: Elton Mayo is recognized as the father of the human relations movement, which later evolved into organizational behavior.

Q82. The primary focus of the human relations school of management is on:
a) Strict adherence to rules and procedures
b) Increasing organizational efficiency through scientific methods
c) Understanding and improving interpersonal relationships among employees
d) Maximizing profit through economic incentives

Answer: c) Understanding and improving interpersonal relationships among employees
Explanation: The human relations school emphasized the importance of interpersonal relationships and the social needs of employees in improving productivity.

Q83. Which of the following is NOT a conclusion from the Hawthorne studies?
a) Employees' behavior at work is influenced by non-economic factors
b) Strong informal groups exist within organizations
c) Productivity is directly related to lighting and rest periods
d) Workers have their own informal standards of behavior

Answer: c) Productivity is directly related to lighting and rest periods
Explanation: The Hawthorne studies concluded that factors other than lighting and rest periods, such as social and psychological factors, influenced productivity.

Q84. The concept of the "social person" in human relations theory suggests that employees:
a) Are motivated primarily by financial incentives
b) Obtain their sense of identity through interpersonal relationships
c) Respond only to managerial controls and directives
d) Should work in isolation to maximize efficiency

Answer: b) Obtain their sense of identity through interpersonal relationships
Explanation: The social person view emphasizes that individuals are motivated by social needs and obtain their sense of identity through their relationships with others.

Q85. According to the human relations school, employees are more responsive to:
a) Incentives and controls of management
b) The social forces of peer groups
c) Individual work tasks rather than group work
d) Strict hierarchical management structures

Answer: b) The social forces of peer groups
Explanation: Employees tend to respond more to the social forces and norms of their peer groups than to formal incentives or controls imposed by management.

Q86. One key outcome of the Hawthorne studies was the discovery of:
a) The importance of lighting and physical working conditions
b) The creation of a new management theory based solely on economic factors
c) Informal group norms influencing worker output
d) The necessity of managerial control over all worker actions

Answer: c) Informal group norms influencing worker output
Explanation: The studies revealed that workers developed informal norms for acceptable levels of output, which influenced the productivity and behavior of the group.

Q87. The human relations school led to the development of a new managerial role known as the:
a) Scientific manager
b) Social manager
c) Bureaucratic manager
d) Economic manager

Answer: b) Social manager
Explanation: The concept of the "social manager" emerged, where managers were expected to be more of a helper and coach, focusing on human relations and employee well-being rather than simply enforcing rules.

Q88. The human relations movement contributed to a shift from the classical theory's view of workers as:
a) Social beings with complex needs
b) Rational economic beings motivated solely by financial incentives
c) Machines that needed to be optimized for productivity
d) Unproductive workers in need of strict supervision

Answer: b) Rational economic beings motivated solely by financial incentives
Explanation: The human relations school shifted away from viewing workers solely as rational economic beings and instead emphasized their social and psychological needs.

Q89. The human relations approach stresses that managers should focus on:
a) Optimizing physical resources and machinery
b) Managing financial incentives and rewards
c) Improving employees' feelings, attitudes, and interpersonal relations
d) Maintaining strict control and authority

Answer: c) Improving employees' feelings, attitudes, and interpersonal relations
Explanation: The human relations school stresses the importance of understanding and improving employees' feelings and attitudes, recognizing the impact of these factors on productivity.

Q90. In the Hawthorne experiments, Mayo and his colleagues found that the workers' productivity increased due to:
a) Better working conditions alone
b) Their feeling of being observed and valued
c) Increased lighting and rest periods
d) Strict supervision and management controls

Answer: b) Their feeling of being observed and valued
Explanation: The increase in productivity was largely due to workers feeling valued and

observed, which helped to improve their motivation and work performance.

Q91. One of the major limitations of the human relations school is its:
a) Overemphasis on technological efficiency
b) Ignorance of human variables in organizational settings
c) Focus on both human and material resources equally
d) Over-reliance on material rewards

Answer: b) Ignorance of human variables in organizational settings
Explanation: The human relations school is criticized for focusing solely on human variables and ignoring other critical factors in the organization, such as structural and technological elements.

Q92. The human relations school is criticized for its view of organizations as:
a) Machines requiring strict management control
b) A group of cooperative and harmonious social groups
c) A space for maximizing economic rewards
d) Incompatible and conflicting groups with conflicting interests

Answer: b) A group of cooperative and harmonious social groups
Explanation: The human relations school idealized organizations as places where social groups cooperate harmoniously, which ignores the reality of conflicting interests among diverse groups within organizations.

Q93. According to the criticisms of the human relations school, informal groups:
a) Can enhance a worker's sense of productivity
b) Are essential for creating creativity and innovation
c) Can only improve the worker's daily experience but not their work performance
d) Are primarily responsible for increasing organizational efficiency

Answer: c) Can only improve the worker's daily experience but not their work performance
Explanation: Informal groups are seen as providing social comfort for workers but not significantly affecting the productivity of monotonous or repetitive tasks.

Q94. A limitation of the human relations approach is its overemphasis on:
a) Material rewards for workers
b) Individual job satisfaction in isolation from organizational goals
c) The importance of monetary compensation over social rewards
d) Organizational efficiency rather than individual needs

Answer: b) Individual job satisfaction in isolation from organizational goals
Explanation: The human relations approach is criticized for focusing on individual job satisfaction without sufficiently aligning it with broader organizational goals and productivity.

Q95. The assumption that "satisfied workers are more productive" is:
a) Always accurate and universally applicable
b) Challenged by the human relations school's critics
c) Proven in all cases through the Hawthorne studies
d) A fundamental principle of scientific management

Answer: b) Challenged by the human relations school's critics
Explanation: Critics argue that the link between worker satisfaction and productivity is not always accurate and may not hold true in all situations.

Q96. The human relations approach is considered to be overly:
a) Focused on large-scale organizational strategy
b) Employee-oriented and neglects productivity
c) Production-oriented and neglects employee

well-being
d) Materialistic, with a focus on monetary rewards

Answer: c) Production-oriented and neglects employee well-being
Explanation: The human relations school is seen as prioritizing productivity and organizational goals, often at the expense of genuine employee well-being.

Q97. The human relations movement accepted which of the following ideas from scientific management?
a) The irrelevance of efficiency in organizations
b) The central goal of improving worker productivity
c) The rejection of formal structures within organizations
d) The avoidance of any managerial control over workers

Answer: b) The central goal of improving worker productivity
Explanation: While the human relations movement emphasized human factors, it accepted scientific management's central goal of improving productivity, but through different methods, such as focusing on interpersonal relationships.

Q98. One of the main criticisms of the human relations school is its lack of:
a) Practical techniques for management
b) Comprehensive focus on all levels of an organization
c) Emphasis on individual worker efficiency
d) Support for worker autonomy

Answer: b) Comprehensive focus on all levels of an organization
Explanation: The human relations school focused on lower levels of organizations and ignored the broader, middle and upper levels, limiting its scope.

Q99. Critics of the human relations movement argue that its techniques:
a) Are applicable to all organizational settings
b) Overestimate the potential of informal group norms
c) Focus excessively on managerial control
d) Are primarily concerned with achieving technological efficiency

Answer: b) Overestimate the potential of informal group norms
Explanation: The critics argue that the human relations school places too much importance on informal group norms and their ability to improve productivity, which may not be realistic in many cases.

Q100. According to the human relations movement, a manager's role should include:
a) Maximizing the material rewards for workers
b) Maintaining strict control and authority over workers
c) Ensuring good communication and interpersonal relationships
d) Focusing solely on production and efficiency

Answer: c) Ensuring good communication and interpersonal relationships
Explanation: The human relations movement emphasizes the importance of good communication and interpersonal relationships between employees and managers to enhance organizational effectiveness.

Q101. The term "modern behaviourism" in management refers to:
a) The application of classical economic theories to management
b) An approach focusing on psychological considerations and emotional needs for achieving economic goals
c) The use of mechanical methods in managing organizations
d) The rejection of psychological factors in decision-making processes

Answer: b) An approach focusing on psychological considerations and emotional needs

for achieving economic goals
Explanation: Modern behaviourism emphasizes understanding psychological factors and fulfilling emotional needs to achieve broader economic objectives in management.

Q102. Which of the following is a key idea in the behavioural school's approach to management?
a) Employees should work in rigid, highly specialized jobs
b) The use of tight control over employees without considering their personal needs
c) Organizations should have flexible structures with jobs based on employees' capabilities and aptitudes
d) Work design should focus only on increasing productivity

Answer: c) Organizations should have flexible structures with jobs based on employees' capabilities and aptitudes
Explanation: The behavioural school advocates for more flexible organizational structures, focusing on employees' strengths and capabilities, rather than rigid, specialized jobs.

Q103. According to the behavioural school, classical management theory is criticized for:
a) Focusing too much on employee well-being
b) Being too responsive to human needs and emotions
c) Being mechanistic and degrading the human spirit
d) Failing to provide sufficient economic rewards to workers

Answer: c) Being mechanistic and degrading the human spirit
Explanation: The behavioural school criticizes classical management theory for treating employees as machines and ignoring their human needs, thus degrading their spirit.

Q104. Which of the following theorists is considered a major contributor to the behavioural school of management?
a) Frederick Taylor
b) Abraham Maslow
c) Henri Fayol
d) Max Weber

Answer: b) Abraham Maslow
Explanation: Abraham Maslow, known for his hierarchy of needs theory, is one of the major contributors to the behavioural school, which focuses on human motivation and needs.

Q105. A key feature of modern behaviourism in management is:
a) The use of highly specialized roles for employees
b) An emphasis on satisfying employees' emotional needs as a means to achieve economic goals
c) The rigid control of employees' work tasks
d) The rejection of employee participation in decision-making

Answer: b) An emphasis on satisfying employees' emotional needs as a means to achieve economic goals
Explanation: Modern behaviourism emphasizes the fulfillment of emotional and psychological needs to motivate employees and drive economic success.

Q106. Behavioural scientists such as Maslow, McGregor, and Herzberg are known for:
a) Focusing on productivity and efficiency through strict control
b) Proposing theories on motivation, leadership, and employee satisfaction
c) Rejecting the idea of human needs in organizations
d) Developing a purely mechanistic approach to management

Answer: b) Proposing theories on motivation, leadership, and employee satisfaction

Explanation: These behavioural scientists focused on understanding what motivates employees and how leadership and satisfaction can be improved in organizational settings.

Q107. The behavioural school of management advocates for:
a) Strict managerial control and top-down decision making
b) Participative decision-making and self-direction by employees
c) Keeping employees' roles narrowly defined to maximize efficiency
d) A focus on individual goals over group performance

Answer: b) Participative decision-making and self-direction by employees
Explanation: The behavioural school promotes participative decision-making, self-direction, and control by employees, encouraging greater involvement and autonomy in the workplace.

Q108. Which of the following is a limitation of the behavioural school of management?
a) It fails to address the economic and financial aspects of management
b) It does not consider the importance of organizational structures
c) It overemphasizes individual psychological needs while underestimating the need for efficiency
d) It ignores the role of management in decision-making

Answer: c) It overemphasizes individual psychological needs while underestimating the need for efficiency
Explanation: Critics argue that the behavioural school places too much focus on individual psychological needs and emotional well-being, potentially at the expense of organizational efficiency and productivity.

Q109. According to the behavioural school, work design should:
a) Focus primarily on increasing productivity and minimizing costs
b) Be based on the evolving needs of employees, providing them with diverse and challenging work
c) Remain static to maintain control over employees
d) Limit employee autonomy to ensure consistency

Answer: b) Be based on the evolving needs of employees, providing them with diverse and challenging work
Explanation: The behavioural school emphasizes that work design should evolve to meet employees' changing needs and provide them with engaging and challenging tasks.

Q110. The behavioural school's focus on motivation and employee needs led to the development of theories like:
a) The Theory of Bureaucracy
b) The Hierarchy of Needs and Motivation-Hygiene Theory
c) The Principles of Scientific Management
d) The Administrative Theory

Answer: b) The Hierarchy of Needs and Motivation-Hygiene Theory
Explanation: The behavioural school is credited with developing theories like Maslow's Hierarchy of Needs and Herzberg's Motivation-Hygiene Theory, which explore how fulfilling employee needs can enhance motivation and performance.

Q111. Systems theory in management emerged as a response to the limitations of which two classical management approaches?
a) Scientific management and administrative theory
b) Classical theory and neoclassical theory
c) Behavioural theory and contingency theory
d) Human relations theory and systems theory

Answer: b) Classical theory and neoclassical theory
Explanation: Systems theory emerged as a via

media between the classical and neoclassical approaches, integrating both task and people-focused perspectives.

Q112. According to systems theory, an organization is considered an:
a) Independent entity
b) Closed system
c) Open system
d) Unstructured environment

Answer: c) Open system
Explanation: In systems theory, organizations are viewed as open systems that constantly interact with their environment, such as government agencies, customers, and suppliers.

Q113. The concept of an "open system" in systems theory means that:
a) An organization operates in isolation
b) An organization does not interact with external forces
c) An organization interacts regularly with external forces
d) An organization does not change over time

Answer: c) An organization interacts regularly with external forces
Explanation: Open systems interact with external factors like suppliers, customers, and government agencies, which affect the organization's operations.

Q114. What is meant by "throughput" in systems theory?
a) The input of goods and services into the system
b) The process of converting inputs into outputs
c) The flow of information from the top to bottom of the organization
d) The communication of feedback to external forces

Answer: b) The process of converting inputs into outputs
Explanation: Throughput refers to the process in which input (materials, information, etc.) is transformed into outputs (goods, services, etc.) within the organization.

Q115. According to systems theory, the concept of synergy means that:
a) The whole system operates in isolation
b) The output of a system is always equal to the sum of its parts
c) The output of a system is greater than the combined output of its parts
d) The system becomes inefficient when parts cooperate

Answer: c) The output of a system is greater than the combined output of its parts
Explanation: Synergy refers to the idea that the combined output of a system is greater when its parts work together than when they operate independently.

Q116. What is the role of management in a system as per systems theory?
a) To focus only on financial operations
b) To act as a boundary-linking pin among subsystems within the organization
c) To enforce strict top-down control without communication
d) To limit external interactions with the environment

Answer: b) To act as a boundary-linking pin among subsystems within the organization
Explanation: Management in systems theory links different subsystems within the organization and ensures smooth interaction with the external environment.

Q117. According to systems theory, changes in one part of the organization:
a) Do not affect other parts
b) Affect all other parts of the organization
c) Only affect the top-level managers
d) Are unrelated to the organization's success

Answer: b) Affect all other parts of the organization
Explanation: Systems theory highlights that changes in one part of the organization can have a ripple effect on all other parts due to the interdependence of the system's components.

Q118. The interdependence of parts within an organization makes a manager's job:
a) Easier due to clear boundaries
b) More complex due to the need to coordinate multiple factors
c) Simpler by reducing the need for decision-making
d) Irrelevant to the success of the system

Answer: b) More complex due to the need to coordinate multiple factors
Explanation: The interdependence of various parts within a system complicates the manager's role, as they must coordinate different factors to maintain overall functionality.

Q119. A system adjusts to changes in its environment by:
a) Ignoring external factors
b) Relying only on internal feedback
c) Adapting and exercising control through feedback
d) Becoming more rigid in its operations

Answer: c) Adapting and exercising control through feedback
Explanation: Systems adapt to changes by using feedback from the environment to adjust their operations and control mechanisms.

Q120. Who are some of the key advocates of systems theory in management?
a) Frederick Taylor and Max Weber
b) Chester Barnard, George Homans, and Herbert Simon
c) Henri Fayol and Elton Mayo
d) Abraham Maslow and Douglas McGregor

Answer: b) Chester Barnard, George Homans, and Herbert Simon
Explanation: These theorists are key advocates of systems theory, which emphasizes a holistic approach to understanding and managing organizations.

Q121. What does the contingency theory emphasize in terms of managerial strategies?
a) One universal approach that works for all organizations
b) The need for strategies based solely on internal factors
c) The absence of a single best way to manage and the importance of context
d) The application of rigid strategies regardless of the situation

Answer: c) The absence of a single best way to manage and the importance of context
Explanation: The contingency theory stresses that managerial strategies should be based on the specific situational factors rather than a universal method that works in all circumstances.

Q122. In contingency theory, what is the key skill that managers should develop?
a) Technical expertise in one specific area
b) Situational sensitivity and the ability to select the appropriate technique
c) Strict adherence to established routines
d) Independence from environmental factors

Answer: b) Situational sensitivity and the ability to select the appropriate technique
Explanation: Managers should develop the ability to identify the most suitable technique for a given situation based on both internal and external factors.

Q123. According to contingency theory, what type of structure is most effective in a stable, unchanging environment?
a) Flexible and adaptable structure
b) Bureaucratic structure

c) Organic structure
d) Matrix structure

Answer: b) Bureaucratic structure
Explanation: A bureaucratic structure, common in manufacturing organizations, works well in a stable environment, where rules and procedures can be more rigidly applied.

Q124. How does contingency theory view leadership?
a) Leadership is based on rigid and predefined behaviors
b) Leadership must be flexible and adapt to the situation at hand
c) Leadership should remain constant, regardless of the situation
d) Leadership depends entirely on the organization's structure

Answer: b) Leadership must be flexible and adapt to the situation at hand
Explanation: Contingency theory suggests that effective leadership depends on the situation and that managers should adapt their leadership style to meet the needs of the moment.

Q125. The contingency approach suggests that motivation results from:
a) Universal, one-size-fits-all rewards
b) External controls and pressures
c) Individual reactions to key environmental factors
d) Employee passivity and obedience

Answer: c) Individual reactions to key environmental factors
Explanation: According to contingency theory, motivation is influenced by individuals' reactions to the environment around them, which affects their behavior and performance.

Q126. In the context of contingency theory, which type of structure is most effective for a Research and Development (R&D) organization?
a) Bureaucratic structure
b) A rigid and formalized structure
c) A flexible structure
d) A decentralized structure

Answer: c) A flexible structure
Explanation: R&D organizations, which operate in more dynamic and changing environments, benefit from a flexible organizational structure to adapt to rapid changes.

Q127. The concept of 'self-actualization' in organizational humanism refers to:
a) Completing all tasks with minimal effort
b) Reaching one's full potential and utilizing personal skills
c) Achieving a high level of obedience and conformity
d) Complying strictly with external controls and limitations

Answer: b) Reaching one's full potential and utilizing personal skills
Explanation: Self-actualization in organizational humanism involves employees using all their abilities and creativity to reach their full potential, both at work and in personal life.

Q128. Which of the following researchers is associated with organizational humanism and its focus on self-actualization?
a) Frederick Taylor
b) Chris Argyris
c) Max Weber
d) Henri Fayol

Answer: b) Chris Argyris
Explanation: Chris Argyris, along with others like Douglas McGregor and Abraham Maslow, is associated with organizational humanism, which emphasizes self-actualization and the importance of personal growth in the workplace.

Q129. According to the contingency theory, what should the design of an organization depend on?
a) The organization's size alone
b) The environment and technology the organization uses
c) The leadership style of the manager
d) The number of employees in the organization

Answer: b) The environment and technology the organization uses
Explanation: Contingency theory posits that the design of an organization must be adapted to fit its environment and the type of technology it employs.

Q130. What does organizational humanism suggest about the behavior of employees?
a) Employees are primarily controlled by external factors
b) Employees are self-motivated and respond negatively to external control
c) Employees prefer rigid structures and constant supervision
d) Employees are motivated by financial rewards alone

Answer: b) Employees are self-motivated and respond negatively to external control
Explanation: Organizational humanism emphasizes that employees are largely self-motivated and react negatively to external controls, seeking personal growth and self-actualization instead.

Q131. According to Evans, what are the three basic periods of library management development?
a) Traditional, Scientific, and Human Relations
b) Pre-1937, Scientific (1937-1955), and Human Relations (1955-present)
c) Classical, Neoclassical, and Behavioral
d) Autocratic, Democratic, and Participative

Answer: b) Pre-1937, Scientific (1937-1955), and Human Relations (1955-present)
Explanation: Evans identifies three basic periods of library management development: Pre-1937 (traditional), Scientific (1937-1955), and Human Relations (1955-present).

Q132. During the Pre-1937 period, libraries were primarily managed with a focus on:
a) Efficient operations and cost management
b) Scientific methods and mechanized equipment
c) Traditional and conservative approaches with little concern for cost
d) Employee involvement and participative decision-making

Answer: c) Traditional and conservative approaches with little concern for cost
Explanation: In the Pre-1937 period, libraries were run conservatively with little concern for cost, and there was little change in library management practices.

Q133. Which of the following is true of the Scientific (1937-1955) period in library management?
a) Libraries had a focus on participative administration
b) The emphasis was on efficient operation, mechanized equipment, and cost control
c) Libraries focused on developing democratic structures and decision-making committees
d) The period emphasized theoretical and philosophical approaches to management

Answer: b) The emphasis was on efficient operation, mechanized equipment, and cost control
Explanation: The Scientific period focused on efficient operations, use of mechanized equipment, and cost management, with an emphasis on technical services like cataloging.

Q134. In the Human Relations period (1955-present), library management incorporated which of the following concepts?
a) Strict hierarchical structures
b) Use of scientific equipment for operations

c) Democratic and participative administration
d) Focus on technical efficiency rather than people

Answer: c) Democratic and participative administration
Explanation: The Human Relations period emphasized concepts such as democratic leadership, participative administration, and involving employees in decision-making processes.

Q135. According to Evans, what is needed for the future of library management?
a) A unified theory of library management
b) A return to traditional management methods
c) Greater emphasis on technical efficiency and automation
d) Rejection of modern management theories

Answer: a) A unified theory of library management
Explanation: Evans suggests the need for a unified theory of library management that integrates various management approaches.

Q136. Which management theory is most closely associated with the development of systems theory and quantitative techniques in library management?
a) Classical theory
b) Neoclassical theory
c) Systems theory and behavioral sciences
d) Human relations theory

Answer: c) Systems theory and behavioral sciences
Explanation: Recently, systems theory, quantitative techniques, and behavioral sciences have gained attention in library management, particularly in terms of improving efficiency and decision-making.

Q137. The scientific management period (1937-1955) in libraries focused primarily on:
a) Democratic participation and employee engagement
b) Technical services and cataloging studies
c) The use of behavioral sciences for library management
d) The development of unified management theories

Answer: b) Technical services and cataloging studies
Explanation: During the scientific management period, there was a focus on technical services, such as cataloging, and using methods like mechanized equipment to improve efficiency.

Q138. What does Evans suggest about the application of management theories in library and information centers?
a) There is clear application of classical and neoclassical theories in libraries
b) There is little research into the application of management theories in libraries
c) Libraries have applied the same management theories as business organizations
d) Libraries reject all forms of management theory

Answer: b) There is little research into the application of management theories in libraries
Explanation: Evans points out that there has been scant attention given to the application of traditional management theories in library and information center management.

Q139. Which of the following is true about the Pre-1937 period in libraries?
a) Libraries were focusing on cost management and efficiency
b) Libraries had large budgets and emphasized scientific management
c) Libraries had small collections and lacked concern for cost
d) Libraries were characterized by democratic leadership styles

Answer: c) Libraries had small collections and lacked concern for cost
Explanation: In the Pre-1937 period, libraries

operated with small collections and showed little concern for cost, following traditional management practices.

Q140. Evans' comparison of library management to business management suggests that:
a) Library management theory started at the same time as business management theory
b) Library management followed the same development pattern as business management, but started later
c) Library management was always ahead of business management theories
d) Library management did not evolve as quickly as business management

Answer: b) Library management followed the same development pattern as business management but started later
Explanation: Evans compares the development of library management to business management, noting that library management followed the same pattern but started later in terms of its development.

Q141. Which book by Jo Bryson (1990) focuses on effective management for libraries and information centers?
a) Management Basics for Information Professionals
b) Human Behaviour at Work
c) Effective Library and Information Centre Management
d) Fundamentals of Management

Answer: c) Effective Library and Information Centre Management
Explanation: Jo Bryson's book, *Effective Library and Information Centre Management* (1990), focuses on management practices specifically for libraries and information centers.

Q142. Who co-authored the book *Human Behaviour at Work: Organisational Behaviour* (1989)?
a) William L. Dejan and Patricia L. Ward
b) Keith Davis and John W. Newstrom
c) G. Edward Evans and Bendik Ruzaas
d) Stephen P. Robbins and Mary Coulter

Answer: b) Keith Davis and John W. Newstrom
Explanation: *Human Behaviour at Work: Organisational Behaviour* (1989) was written by Keith Davis and John W. Newstrom.

Q143. The book *Principles of Management: Text and Cases* was written by which author?
a) Michael A. Hitt
b) William L. Dejan
c) Russell Moore
d) Harold Koontz

Answer: b) William L. Dejan
Explanation: *Principles of Management: Text and Cases* (1978) was written by William L. Dejan.

Q144. Who authored *Management Techniques for Libraries* (1976)?
a) Keith Davis
b) Harold Koontz
c) G. Edward Evans
d) Ricky Griffin

Answer: c) G. Edward Evans
Explanation: *Management Techniques for Libraries* (1976) was written by G. Edward Evans.

Q145. Which book was co-authored by G. Edward Evans, Patricia L. Ward, and Bendik Ruzaas in 2000?
a) Management Techniques for Libraries
b) Management Concepts and Practices
c) Management Basics for Information Professionals
d) AMA Management Handbook

Answer: c) Management Basics for Information Professionals
Explanation: *Management Basics for Information Professionals* (2000) was co-authored

by G. Edward Evans, Patricia L. Ward, and Bendik Ruzaas.

Q146. The 4th edition of *Fundamentals of Management* was written by which author?
a) Robbins, Stephen P.
b) Ricky Griffin
c) Russell Moore
d) Michael A. Hitt

Answer: b) Ricky Griffin
Explanation: *Fundamentals of Management* (4th edition, 2005) was authored by Ricky Griffin.

Q147. Which book, published in 1975, focuses on management analysis, concepts, and cases?
a) AMA Management Handbook
b) Management: Analysis, Concepts and Cases
c) Essentials of Management
d) History of Management Thought

Answer: b) Management: Analysis, Concepts and Cases
Explanation: *Management: Analysis, Concepts and Cases* (3rd edition, 1975) was written by W. Warren Haynes, Joseph L. Massie, and Marc I. Wallace.

Q148. Who is the author of *Essentials of Management* (1975)?
a) Harold Koontz and Cyril O'Donnell
b) Stephen P. Robbins and David DeCenzo
c) Hitt, Michael A. and Mathis, Robert L.
d) Paul Mali and Richard M. Hodgetts

Answer: a) Harold Koontz and Cyril O'Donnell
Explanation: *Essentials of Management* (1975) was written by Harold Koontz and Cyril O'Donnell.

Q149. The *Journal of the Academy of Management* article titled *The Management Theory Jungle* was written by which author?
a) Harold Koontz
b) Michael A. Hitt
c) Keith Davis
d) Richard M. Hodgetts

Answer: a) Harold Koontz
Explanation: *The Management Theory Jungle* (1961) was an article by Harold Koontz, published in the *Journal of the Academy of Management*.

Q150. Who authored *Management Handbook: Operating Guidelines, Techniques, and Practices* (1981)?
a) Stephen P. Robbins
b) Richard M. Hodgetts and Steven Altman
c) Michael A. Hitt and R. Dennis Middlemist
d) W. Warren Haynes and Joseph L. Massie

Answer: b) Richard M. Hodgetts and Steven Altman
Explanation: *Management Handbook: Operating Guidelines, Techniques, and Practices* (1981) was authored by Richard M. Hodgetts and Steven Altman.

Q151. The *AMA Management Handbook* was published by which organization?
a) Prentice Hall
b) Allyn and Bacon
c) AMACOM Books
d) Wiley

Answer: c) AMACOM Books
Explanation: *AMA Management Handbook* (1970) was published by AMACOM Books.

Q152. The book *Management: Principles and Practices* was authored by:
a) Dalton L. McFardland
b) Keith Davis
c) William L. Dejan
d) Michael A. Hitt

Answer: a) Dalton L. McFardland
Explanation: *Management: Principles and Practices* (4th edition, 1974) was authored by Dalton L. McFardland.

Q153. Which book, published by Prentice Hall, is co-authored by Stephen P. Robbins and David DeCenzo?
a) Fundamentals of Management
b) Management
c) Effective Management
d) Management Concepts and Practices

Answer: b) Management
Explanation: *Management* (8th edition, 2004) was co-authored by Stephen P. Robbins and Mary Coulter.

Q154. Who co-authored the book *Principles of Management* (1991), 2nd edition?
a) Harold Koontz and Cyril O'Donnell
b) P.C. Tripathi and P.N. Reddy
c) W. Warren Haynes and Marc I. Wallace
d) Keith Davis and John W. Newstrom

Answer: b) P.C. Tripathi and P.N. Reddy
Explanation: *Principles of Management* (2nd edition, 1991) was authored by P.C. Tripathi and P.N. Reddy.

UNIT 2

MANAGEMENT FUNCTIONS

Q155. According to the principle of commitment, what is the impact of long-range planning on management?
a) It helps in managing daily operations
b) It reduces uncertainty and commits resources for a long period
c) It addresses short-term objectives only
d) It helps in executing plans faster

Answer: b) It reduces uncertainty and commits resources for a long period
Explanation: The principle of commitment in long-range planning helps reduce uncertainty by committing resources and policies over an extended period.

Q156. Which principle of planning emphasizes the need for easy adjustment to changes and better chances of survival in a crisis?
a) Principle of Commitment
b) Principle of Flexibility
c) Principle of Adaptability
d) Principle of Review

Answer: b) Principle of Flexibility
Explanation: The principle of flexibility ensures that plans can be adjusted to changes, improving the ability to adapt to crises.

Q157. Which principle in planning focuses on continuous review and redrawing of plans to meet changed conditions?
a) Principle of Commitment
b) Principle of Flexibility
c) Principle of Adaptability
d) Principle of Innovation

Answer: c) Principle of Adaptability
Explanation: The principle of adaptability emphasizes constant review and modification of plans to stay aligned with changing conditions.

Q158. What is the sequence of the planning process as mentioned in the text?
a) Decision making → Objectives → Developing policies
b) Objectives → Premising → Decision making → Developing policies
c) Objectives → Decision making → Premising → Developing policies
d) Premising → Objectives → Developing policies → Decision making

Answer: b) Objectives → Premising → Decision making → Developing policies
Explanation: The planning process begins with setting objectives, followed by premising,

decision making, and then developing policies and strategies.

Q159. What is the purpose of objectives in modern management planning?
a) To provide a specific reason for an enterprise's existence
b) To define the activities and resources of an organization
c) To help in daily operations
d) To address only short-term goals

Answer: a) To provide a specific reason for an enterprise's existence
Explanation: Objectives in modern management planning help define the purpose or mission of an enterprise, which leads to the attainment of specific goals.

Q160. What is the relationship between mission, goals, objectives, and activities?
a) Activities precede mission in the hierarchy
b) Objectives are more comprehensive than goals
c) Mission → Goal → Objective → Activity is a hierarchy of decreasing comprehensiveness
d) Mission and activities are interchangeable

Answer: c) Mission → Goal → Objective → Activity is a hierarchy of decreasing comprehensiveness
Explanation: The hierarchy starts with the mission, followed by goals, objectives, and finally activities, with each level becoming more specific.

Q161. What is the first step in the planning process for any organization, including libraries?
a) Developing policies
b) Decision making
c) Setting objectives
d) Premising

Answer: c) Setting objectives
Explanation: The first step in the planning process is setting clear objectives, which guide all other planning activities.

Q162. In planning, which of the following follows the goals in terms of specificity?
a) Activities
b) Objectives
c) Premises
d) Resources

Answer: b) Objectives
Explanation: Objectives follow goals in planning, becoming more specific in terms of what the organization wants to achieve.

Q163. What does the principle of flexibility in planning enable in terms of decision making?
a) Fixed resources and policies
b) Easier changes in response to crises
c) Immediate revision of all plans
d) A focus on long-term goals

Answer: b) Easier changes in response to crises
Explanation: The principle of flexibility allows decisions to be adjusted and changed as necessary, particularly in response to unforeseen crises.

Q164. What is the primary function of the Management Information System (MIS)?
a) To process financial transactions only
b) To collect and transmit relevant data for operations and managerial applications
c) To monitor employee performance
d) To conduct market research and development

Answer: b) To collect and transmit relevant data for operations and managerial applications
Explanation: The main function of MIS is to collect and transmit data related to operations and management.

Q165. What are the two distinct types of information that MIS deals with?
a) External and internal data
b) Financial and production data
c) Transaction processing and management

information
d) Marketing and inventory data

Answer: c) Transaction processing and management information
Explanation: MIS handles transaction processing data, which covers corporate activities, and management information, which includes both internal and external information.

Q166. How has the role of MIS evolved in recent years?
a) It is now focused solely on accounting functions
b) It has become a part of the Electronic Data Processing (EDP) department
c) It has been integrated into marketing departments only
d) It is no longer relevant to modern management

Answer: b) It has become a part of the Electronic Data Processing (EDP) department
Explanation: In recent years, the function of MIS has been integrated into the EDP department, reflecting its reliance on technology for data management.

Q167. What does the organizational structure of a company depend on?
a) Financial capacity
b) The flow of authority and relationships
c) Employee satisfaction
d) Competitive analysis

Answer: b) The flow of authority and relationships
Explanation: Organizational structure is based on the analysis of activities, responsibility for decisions, and relationships that enable the achievement of objectives.

Q168. In the context of organizational structure, what is the "span" of an organization?
a) The overall productivity of the organization
b) The range of employees within the organization
c) The area over which authority runs
d) The number of departments within the organization

Answer: c) The area over which authority runs
Explanation: The span of an organization refers to the area or scope over which authority is exercised, typically defined by the number of individuals a manager supervises.

Q169. Which of the following is a key feature of the bureaucratic organizational structure?
a) High level of innovation and flexibility
b) Systematic division of labor based on specialization
c) Minimal supervision of staff
d) Informal relationships among employees

Answer: b) Systematic division of labor based on specialization
Explanation: Bureaucratic structures are characterized by specialized divisions of labor, with clearly defined roles and responsibilities.

Q170. What is a potential drawback of a bureaucratic structure?
a) It encourages innovation and risk-taking
b) It can lead to conflict between different bureaucratic units
c) It results in faster decision-making processes
d) It leads to high levels of employee autonomy

Answer: b) It can lead to conflict between different bureaucratic units
Explanation: The bureaucratic structure can lead to conflict between units due to its rigid specialization and lack of coordination between different parts of the organization.

Q171. Which of the following is not considered a dysfunctional aspect of bureaucracy?
a) Rigid application of rules
b) Specialization leading to conflict
c) Impersonal approach to problem-solving

d) High levels of employee creativity and initiative

Answer: d) High levels of employee creativity and initiative
Explanation: Bureaucratic structures typically suppress creativity and initiative due to their rigid rules, impersonal relationships, and focus on standardized processes.

Q172. Despite its drawbacks, which of the following features of bureaucratic structures still form the foundation of most management structures?
a) Flexibility and decentralization
b) Unity of command and delegation of routine matters
c) High levels of technical talent
d) Informal leadership and decision-making

Answer: b) Unity of command and delegation of routine matters
Explanation: Features like unity of command and delegation of routine matters continue to be foundational in many management structures despite the drawbacks of bureaucracy.

Q173. What is the disadvantage of a large bureaucratic structure?
a) Lack of technical knowledge
b) Delay and notional accountability
c) Empowerment of individual employees
d) High turnover rates

Answer: b) Delay and notional accountability
Explanation: Large bureaucratic structures often suffer from delays and notional accountability, where responsibility is diffused and decision-making can become slow.

Q174. What does authority in an organization refer to?
a) The power to control finances only
b) The power of decision-making and execution of decisions
c) The ability to hire and fire employees
d) The power to create new products

Answer: b) The power of decision-making and execution of decisions
Explanation: Authority refers to the power given to functionaries in an organization to make decisions and execute them effectively.

Q175. What are the two types of relationships recognized in the exercise of authority?
a) Managerial and subordinate
b) Line and staff
c) Task-based and advisory
d) Directive and cooperative

Answer: b) Line and staff
Explanation: The two types of authority relationships in an organization are line authority (directly related to task execution) and staff authority (advisory in nature).

Q176. What is the difference between line authority and staff authority?
a) Line authority is advisory; staff authority is decision-making
b) Line authority involves executing tasks, while staff authority provides specialized knowledge
c) Line authority only applies to finance departments, while staff authority applies to operations
d) Line authority manages the entire organization, while staff authority manages external relationships

Answer: b) Line authority involves executing tasks, while staff authority provides specialized knowledge
Explanation: Line authority is directly related to executing basic tasks, while staff authority provides advice based on specialized knowledge.

Q177. What is functional authority?
a) Authority vested in a manager to make decisions for their department
b) Delegation of authority related to specific roles to managers outside one's own department
c) Authority to control the finances of the

organization
d) Authority given to staff members to execute day-to-day operations

Answer: b) Delegation of authority related to specific roles to managers outside one's own department
Explanation: Functional authority involves delegating authority for specific tasks to managers or departments outside their own scope of responsibility.

Q178. What is the potential problem with dual authority in an organization?
a) It increases employee satisfaction
b) It creates confusion and diffusion of responsibility
c) It ensures smooth communication across departments
d) It leads to faster decision-making

Answer: b) It creates confusion and diffusion of responsibility
Explanation: Dual authority, where an employee reports to multiple authorities, can lead to confusion and unclear responsibility, making management less effective.

Q179. What does the principle of "unity of command" imply?
a) Each employee should report to multiple superiors
b) Each employee should be responsible to and receive orders from only one superior
c) Authority should be shared equally among all employees
d) Employees should be able to make decisions independently

Answer: b) Each employee should be responsible to and receive orders from only one superior
Explanation: Unity of command ensures that an employee has a clear line of authority by reporting to only one superior to avoid confusion.

Q180. What happens if staff authority is not properly defined?
a) It leads to efficient management
b) It enhances communication across departments
c) It can lead to conflicts with line authority
d) It simplifies decision-making

Answer: c) It can lead to conflicts with line authority
Explanation: If staff authority is not properly defined, it can conflict with line authority, causing inefficiencies and confusion in decision-making.

Q181. Why has the role of staff authority increased over time?
a) Due to the decrease in specialization
b) Due to the increasing effects of external environmental forces and specialization
c) Because it reduces the need for expertise
d) Because it replaces the need for line authority

Answer: b) Due to the increasing effects of external environmental forces and specialization
Explanation: As organizations face more external challenges and require greater specialization, the role of staff authority has become more important.

Q182. What is the risk of vesting functional authority indiscriminately in staff departments?
a) It speeds up decision-making
b) It could delay actions and reduce efficiency
c) It fosters innovation
d) It improves communication across departments

Answer: b) It could delay actions and reduce efficiency
Explanation: Indiscriminate vesting of functional authority in staff departments can slow down decision-making, as it complicates the process and affects overall efficiency.

Q183. Where are activities best left to functional authority in an organization?
a) When they are specialized and need expert

handling
b) When they involve routine tasks
c) When they only require managerial oversight
d) When they are non-essential to organizational goals

Answer: a) When they are specialized and need expert handling
Explanation: Activities that require expert handling or are common to several departments are best managed by functional authority to ensure efficiency and specialization.

Q184. What is the primary purpose of job design, job analysis, and job evaluation?
a) To evaluate the company's financial performance
b) To manage employee satisfaction
c) To furnish data for manpower planning, recruitment, pay fixation, and other HR functions
d) To monitor employee attendance and punctuality

Answer: c) To furnish data for manpower planning, recruitment, pay fixation, and other HR functions
Explanation: Job design, analysis, and evaluation are essential for various HR functions, such as recruitment, pay fixation, performance appraisal, and training program design.

Q185. Which of the following is a principle followed in job design according to engineers?
a) Maximizing the skill requirements for workers
b) Making jobs as repetitive as possible
c) Increasing internal movement and handling time
d) Minimizing job specialization

Answer: b) Making jobs as repetitive as possible
Explanation: Engineers in job design aim to make jobs repetitive to improve efficiency and reduce complexity, which is one of the key principles in job design.

Q186. What is job enrichment?
a) Making a job more repetitive to improve efficiency
b) Providing scope for initiative and involvement in the job to make it meaningful
c) Adding variety to a job to increase interest
d) Changing job responsibilities from individuals to teams

Answer: b) Providing scope for initiative and involvement in the job to make it meaningful
Explanation: Job enrichment involves enhancing the job content by allowing workers to take more initiative and participate in decision-making, thus making the job more meaningful and motivating.

Q187. Which of the following is a method of job analysis?
a) Assigning responsibilities randomly
b) Job observation
c) Focusing only on the workers' emotional state
d) Ignoring the tasks involved in a job

Answer: b) Job observation
Explanation: Job analysis involves various methods like job observation, questionnaires, interviews, checklists, diaries, and expert opinions to gather detailed job-related information.

Q188. What does job rotation involve?
a) Making a job more repetitive by increasing the number of tasks
b) Changing workers' responsibilities from one routine job to another regularly
c) Eliminating certain tasks to reduce skill requirements
d) Reducing the variety of tasks performed in a job

Answer: b) Changing workers' responsibilities from one routine job to another regularly
Explanation: Job rotation involves moving workers from one routine task to another, which helps reduce boredom and monotony in repetitive jobs.

Q189. Which of the following is an advantage of self-managed work teams?
a) Reduced social interaction among workers
b) Increased individual responsibility for each task
c) Greater job satisfaction through social interaction
d) Higher stress levels for workers

Answer: c) Greater job satisfaction through social interaction
Explanation: Self-managed work teams foster greater satisfaction by increasing social interaction and shared responsibility, which can enhance motivation and teamwork.

Q190. What is the main purpose of job enlargement?
a) To make a job more repetitive
b) To add variety to the tasks performed in a job
c) To reduce job responsibilities
d) To make the job less demanding

Answer: b) To add variety to the tasks performed in a job
Explanation: Job enlargement involves adding more variety to the tasks performed, making the job more interesting and reducing monotony.

Q191. What is the purpose of using a checklist in job analysis?
a) To create a new job role
b) To document the specific tasks involved in a job
c) To determine the salary for a position
d) To delegate tasks to workers

Answer: b) To document the specific tasks involved in a job
Explanation: A checklist in job analysis helps to record and organize the tasks and duties associated with a job, which is essential for accurate job analysis.

Q192. What is the significance of job analysis in an organization?
a) It helps in monitoring employee attendance
b) It helps in setting compensation and performance goals
c) It helps in recruiting workers randomly without any criteria
d) It is only used for designing office spaces

Answer: b) It helps in setting compensation and performance goals
Explanation: Job analysis provides data that supports decisions on recruitment, pay fixation, performance appraisal, and the creation of training programs, making it crucial for effective HR management.

Q193. What does the "multiple units of accomplishment" concept in job design refer to?
a) Providing a larger range of tasks to employees
b) Dividing a continuous task into smaller units for a sense of accomplishment
c) Allowing workers to work on tasks of different difficulty levels
d) Focusing only on the completion of large tasks

Answer: b) Dividing a continuous task into smaller units for a sense of accomplishment
Explanation: This concept involves dividing tasks into manageable subunits, so workers experience a psychological sense of accomplishment when each subunit is completed.

Q194. What is the primary objective of job evaluation?
a) To compare the performance of employees
b) To establish the worth of a job in relation to other jobs in the organization
c) To fix the working hours for employees
d) To assess the satisfaction level of workers

Answer: b) To establish the worth of a job in relation to other jobs in the organization
Explanation: Job evaluation aims to assess the value of a job in comparison to others within the organization, which helps in setting fair compensation and responsibilities.

Q195. Which of the following methods is used in job evaluation?
a) Ranking method
b) Job analysis method
c) Performance appraisal method
d) Motivation method

Answer: a) Ranking method
Explanation: The ranking method is a widely used job evaluation technique where jobs are compared based on factors like skill, complexity, and work environment, and ranked accordingly.

Q196. What is the major drawback of the ranking method in job evaluation?
a) It requires too much documentation
b) It doesn't consider specific factors that should determine the worth of a job
c) It is time-consuming and complex
d) It doesn't allow for flexibility in adding new positions

Answer: b) It doesn't consider specific factors that should determine the worth of a job
Explanation: The ranking method is a general comparison of jobs and doesn't account for specific job factors that can more accurately determine a job's value.

Q197. Which of the following is a key feature of the classification (grade-description) system in job evaluation?
a) New positions cannot be inserted easily
b) Jobs are compared with pre-standardized jobs and classified in a hierarchy
c) It works well for evaluating a few jobs
d) It assigns compensation based solely on job complexity

Answer: b) Jobs are compared with pre-standardized jobs and classified in a hierarchy
Explanation: The classification system compares jobs to pre-standardized jobs, organizing them into a hierarchy. It is flexible as new positions can be added to the hierarchy.

Q198. What does the factor comparison method involve in job evaluation?
a) Comparing jobs based on general terms without specific criteria
b) Evaluating jobs by compensable factors like responsibility, skill, and work environment
c) Fixing compensation based on job satisfaction
d) Ranking jobs based on hierarchy

Answer: b) Evaluating jobs by compensable factors like responsibility, skill, and work environment
Explanation: The factor comparison method evaluates jobs based on specific compensable factors such as responsibility, skill level, and work environment, assigning weightage to each.

Q199. What is a "compensable factor" in the factor comparison method?
a) A factor related to job satisfaction
b) A job-specific skill that is not compensated
c) A job factor like responsibility or skill, used to evaluate job worth
d) A factor related to personal traits of the employee

Answer: c) A job factor like responsibility or skill, used to evaluate job worth
Explanation: Compensable factors are specific criteria, such as technical skill or responsibility, that help determine the value of a job in the factor comparison method.

Q200. In the factor comparison method, what is a "benchmark job"?
a) A job with the highest pay in the organization
b) A job standardized with predetermined compensable factors used as a reference point
c) A job given to the most experienced employee
d) A job performed by the highest-ranking manager

Answer: b) A job standardized with predetermined compensable factors used as a reference point
Explanation: A benchmark job serves as a

reference point in the factor comparison method, standardized according to predetermined compensable factors.

Q201. How is the weightage of a compensable factor determined in the factor comparison method?
a) Based on job satisfaction surveys
b) Based on the job's relative importance to the organization, out of 100
c) Based on employee seniority
d) Based on the number of tasks involved in the job

Answer: b) Based on the job's relative importance to the organization, out of 100
Explanation: In the factor comparison method, each compensable factor is assigned a weightage, which reflects its importance in the organization, out of a total of 100.

Q202. What does the comparison of a job with a benchmark job determine in the factor comparison method?
a) The worker's performance appraisal
b) The relative position of the job and its monetary compensation
c) The skill level required for the job
d) The job's complexity and work environment

Answer: b) The relative position of the job and its monetary compensation
Explanation: The comparison of a job with a benchmark job in the factor comparison method helps determine its relative position in the organizational hierarchy and the corresponding compensation.

Q203. Which of the following is a key advantage of the factor comparison method?
a) It is a quick and simple method for job evaluation
b) It provides a detailed and systematic approach by evaluating jobs based on multiple compensable factors
c) It is flexible and allows easy changes to job classifications
d) It does not require specific job details

Answer: b) It provides a detailed and systematic approach by evaluating jobs based on multiple compensable factors
Explanation: The factor comparison method offers a more systematic and detailed job evaluation by considering multiple compensable factors, making it a comprehensive approach.

Q204. In the point system of job evaluation, how are jobs assessed?
a) By ranking jobs from highest to lowest
b) By identifying specific compensable factors and assigning points to each
c) By comparing jobs with pre-standardized classifications
d) By evaluating the job satisfaction of employees

Answer: b) By identifying specific compensable factors and assigning points to each
Explanation: In the point system, jobs are evaluated by assigning points to specific compensable factors based on their importance, which correlates to the job's compensation.

Q205. What is the purpose of subdividing factors in the point system?
a) To make the evaluation process quicker
b) To break down factors into finer levels for a more detailed assessment
c) To simplify the classification of jobs
d) To ensure the job's compensation is fixed

Answer: b) To break down factors into finer levels for a more detailed assessment
Explanation: Subdividing factors, such as skill, into sub-factors like education, experience, and adaptability, helps in making a more detailed and accurate assessment of the job's worth.

Q206. In the point system, how are degrees for sub-factors assigned?
a) Based on the level of job satisfaction
b) By correlating the degrees to the compensation

rate
c) By assigning points based on how well an employee performs
d) By ranking sub-factors from low to high

Answer: b) By correlating the degrees to the compensation rate
Explanation: Each degree of a sub-factor is assigned points, which are then used to determine the job's compensation rate.

Q207. What is a critical aspect of selecting job factors for the point system and compensable factors method?
a) The factor must be highly subjective
b) The factor must be easily measurable
c) The factor must be applicable to all positions but in varying degrees
d) The factor must focus only on job performance

Answer: c) The factor must be applicable to all positions but in varying degrees
Explanation: Job factors must be applicable to all positions, but the degree to which they apply can vary across different jobs.

Q208. Which of the following is NOT a characteristic required for a job factor in the point system?
a) It must indicate distinct and significant characteristics of work
b) It must be applicable to a specific subset of positions only
c) It must give rise to definable differences in level
d) It must be distinct from other job factors

Answer: b) It must be applicable to a specific subset of positions only
Explanation: Job factors must apply to all positions but in varying degrees, not just to a specific subset of positions.

Q209. What is the purpose of periodic review of job analysis and job evaluation?
a) To assess employee performance only
b) To adjust compensation rates annually
c) To address changing library conditions, organizational structures, and staff needs
d) To evaluate employee satisfaction

Answer: c) To address changing library conditions, organizational structures, and staff needs
Explanation: Periodic reviews of job analysis and evaluation are necessary to adapt to changing conditions in libraries and organizations, ensuring that job roles and compensation remain relevant.

Q210. Which of the following methods is used in determining the relative position of a managerial position?
a) Evaluation by comparison with existing positions for which standards have been set
b) Time-span of discretion method
c) Job satisfaction surveys
d) Job rotation analysis

Answer: a) Evaluation by comparison with existing positions for which standards have been set
Explanation: One method of determining a managerial position's relative position is to compare it with established positions for which standards have already been set.

Q211. What is the "time-span of discretion" method used for in determining a managerial position?
a) To determine how quickly decisions are made
b) To measure the length of time it takes to assess the correctness of a decision made by a manager
c) To evaluate employee job satisfaction
d) To analyze the level of communication required in a managerial role

Answer: b) To measure the length of time it takes to assess the correctness of a decision made by a manager
Explanation: The time-span of discretion method helps assess how long it takes to evaluate the

impact of a manager's decision, which varies based on the position's level in the hierarchy.

Q212. Which of the following attributes is important for a complete manager?
a) Technical skill only
b) Problem-solving skills and physical fitness
c) Human skills only
d) Physical fitness and conceptual skills only

Answer: b) Problem-solving skills and physical fitness
Explanation: A complete manager needs a mix of technical, human, and conceptual skills, along with problem-solving abilities and physical fitness to effectively perform their role.

Q213. As managers rise higher in the organizational hierarchy, which skills become more important?
a) Technical skills
b) Human, conceptual, and problem-solving skills
c) Physical fitness
d) Communication skills

Answer: b) Human, conceptual, and problem-solving skills
Explanation: As managers advance, the importance of human, conceptual, and problem-solving skills increases, while technical skills become less significant at higher levels.

Q214. Which personal characteristics are essential for effective managers?
a) Desire to manage, integrity, and the ability to communicate with empathy
b) High-level technical skills and the ability to make decisions
c) Strong focus on self-interest and personal gains
d) Physical strength and resilience

Answer: a) Desire to manage, integrity, and the ability to communicate with empathy
Explanation: Effective managers need to possess personal characteristics like a desire to manage, integrity, empathy, and strong communication abilities to lead effectively.

Q215. What is the primary difference between selection and placement?
a) Selection focuses on finding the right candidate, while placement focuses on creating a job for an individual.
b) Selection involves promoting employees from within, while placement focuses on hiring externally.
c) Selection involves choosing from within the organization, while placement focuses on hiring from outside the organization.
d) Selection refers to evaluating the candidate's skill, while placement is concerned with their future potential.

Answer: a) Selection focuses on finding the right candidate, while placement focuses on creating a job for an individual.
Explanation: Selection involves finding a candidate who fits the job requirements, while placement focuses on matching the individual's skills and limitations to an appropriate role.

Q216. What is the main advantage of promoting from within the organization?
a) It creates a fresh perspective in the team
b) It can help the organization avoid friction from external candidates
c) It reduces the time required for the new hire to adapt to the company culture
d) It limits the opportunities for non-employees to join the organization

Answer: c) It reduces the time required for the new hire to adapt to the company culture
Explanation: Promoting from within reduces the time for new hires to acclimatize to the organizational culture and allows the management to be familiar with the individual's strengths and limitations.

Q217. What is a disadvantage of promoting from within an organization?

a) It limits the pool of candidates and prevents fresh ideas from entering the organization
b) It causes excessive training costs
c) It increases the time needed for the employee to transition into their new role
d) It leads to more external competition for the position

Answer: a) It limits the pool of candidates and prevents fresh ideas from entering the organization
Explanation: When an organization promotes from within, it may limit the opportunities to bring in new talent with fresh perspectives and experiences.

Q218. Which of the following is NOT typically considered a criterion for selection?
a) Age
b) Personality
c) Personal views and values of the interview board
d) Job satisfaction of existing employees

Answer: d) Job satisfaction of existing employees
Explanation: While selection criteria include factors like age, personality, and the values of the interview board, job satisfaction of existing employees is not typically considered a selection criterion.

Q219. Which technique is commonly used in the selection process to evaluate a candidate's suitability for a position?
a) Interview
b) Testing
c) Assessment Centre approach
d) All of the above

Answer: d) All of the above
Explanation: Interviews, testing, and the assessment centre approach are all commonly used techniques in the selection process to assess a candidate's suitability for a position.

Q220. In an interview, what is the primary objective of the interview board?
a) To test the candidate's theoretical knowledge
b) To evaluate the candidate's qualities and suitability for the position
c) To ensure the candidate knows about the organization's history
d) To present the organization's benefits to the candidate

Answer: b) To evaluate the candidate's qualities and suitability for the position
Explanation: The primary goal of an interview is to assess the candidate's qualities, experience, and overall suitability for the position, without any bias or prejudice.

Q221. What is the role of the interview board during an interview?
a) To exhibit their superior knowledge of the subject
b) To make decisions without considering the candidate's qualifications
c) To consolidate assessments made by different members and select the most suitable candidate
d) To inform the candidate about organizational policies

Answer: c) To consolidate assessments made by different members and select the most suitable candidate
Explanation: The interview board's role is to evaluate and consolidate assessments from various members and select the candidate who best meets the position's requirements.

Q222. What is an assessment centre approach in the selection process?
a) A method where candidates are interviewed individually by the hiring manager
b) A method where candidates undergo a series of exercises to assess their skills
c) A method of testing only the candidates' theoretical knowledge
d) A process in which the interview panel evaluates the candidates based on their resumes

Answer: b) A method where candidates undergo a series of exercises to assess their skills
Explanation: In the assessment centre approach, candidates participate in various exercises like psychological tests, management games, and group discussions, which help assess their skills, abilities, and potential.

Q223. Which of the following is a key feature of the assessment centre approach?
a) Candidates are interviewed by senior managers only
b) Candidates are evaluated based on their academic qualifications alone
c) Candidates participate in management games and group discussions
d) Candidates only take written tests during the process

Answer: c) Candidates participate in management games and group discussions
Explanation: The assessment centre approach involves activities like management games, leaderless group discussions, and individual tasks, allowing a thorough evaluation of the candidates' abilities.

Q224. What is the primary objective of holding multiple interviews for senior positions?
a) To evaluate only the candidate's professional qualifications
b) To test the candidate's ability to make quick decisions
c) To screen the candidates and assess them at different stages
d) To determine the candidate's personal interests

Answer: c) To screen the candidates and assess them at different stages
Explanation: Multiple interviews are often used for senior positions to screen candidates at various stages and to assess them more thoroughly before making a final decision.

Q225. What is a major drawback of the interview method in the selection process?
a) It is time-consuming and expensive
b) It does not assess the personality of the candidate
c) The standard of assessment for all candidates is difficult to maintain
d) It is ineffective for evaluating managerial abilities

Answer: c) The standard of assessment for all candidates is difficult to maintain
Explanation: One of the key drawbacks of interviews is the challenge of maintaining a consistent assessment standard for all candidates, which can affect the fairness and accuracy of the selection process.

Q226. What is one advantage of using tests in the selection process?
a) They cost more than interviews
b) They can assess intelligence, proficiency, and personality
c) They require more time than interviews
d) They are not effective in evaluating managerial abilities

Answer: b) They can assess intelligence, proficiency, and personality
Explanation: Tests can be designed to assess a wide range of qualities, such as intelligence, vocational fitness, proficiency, and personality traits, helping to evaluate candidates more objectively.

Q227. Which of the following is a common disadvantage of using tests and assessment centres?
a) They focus too much on technical knowledge
b) They may overlook the technical and managerial abilities of candidates
c) They are costly and time-consuming
d) They are difficult to implement across all candidate groups

Answer: b) They may overlook the technical and managerial abilities of candidates
Explanation: Tests and assessment centres tend to

focus on personal traits and individual behavior, potentially neglecting the evaluation of technical skills and managerial capabilities.

Q228. What is an essential consideration when planning the selection process?
a) Using a single method for all candidates
b) Ensuring that recruitment costs are minimized
c) Planning carefully for all selection activities
d) Relying solely on technical assessments

Answer: c) Planning carefully for all selection activities
Explanation: Careful planning is required for all stages of the selection process to ensure the most suitable candidates are chosen and to maintain a consistent approach across the enterprise.

Q229. What is the significance of the first few days of a new entrant's employment?
a) It is when the employee decides on their compensation package
b) It is a crucial time for forming opinions about the job, environment, and career prospects
c) It is the period when the employee completes technical training
d) It is when the employee starts making decisions for the organization

Answer: b) It is a crucial time for forming opinions about the job, environment, and career prospects
Explanation: The first few days are crucial as the new employee evaluates the job, the environment, and their career prospects, which can influence their long-term commitment and performance.

Q230. What is the purpose of an orientation and socializing program for new employees?
a) To help new employees settle in and understand their roles
b) To assess the employee's technical skills
c) To evaluate the candidate's job satisfaction
d) To provide financial training

Answer: a) To help new employees settle in and understand their roles
Explanation: A well-designed orientation and socializing program helps new employees understand the organization's culture, their job roles, and expectations, improving their adaptation to the work environment.

Q231. What is the key feature of the appraisal by traits method?
a) Evaluating against measurable, specific goals
b) Assessing personal traits and work characteristics of the individual
c) Providing rewards based on performance metrics
d) Rating employees solely on their technical skills

Answer: b) Assessing personal traits and work characteristics of the individual
Explanation: Appraisal by traits involves listing personal traits and work characteristics, then rating the individual based on these traits such as professional ability, managerial ability, and personal qualities.

Q232. What is a common modification in the trait appraisal technique?
a) Only one assessing authority is involved
b) Appraisal is solely based on technical performance
c) Traits are grouped according to technical, professional, and managerial factors
d) The appraiser's subjective opinion is disregarded

Answer: c) Traits are grouped according to technical, professional, and managerial factors
Explanation: One modification in the trait appraisal technique is grouping traits according to technical, professional, and managerial factors to provide a more structured and comprehensive assessment.

Q233. Which of the following is a drawback of the trait appraisal method?
a) It focuses too much on measurable achievements
b) It does not account for the appraiser's subjective values
c) It is less time-consuming than other appraisal methods
d) It provides a universal standard for all positions

Answer: b) It does not account for the appraiser's subjective values
Explanation: Trait appraisal depends heavily on the appraiser's personal values, which can lead to inconsistencies and biases, making it less objective and universally applicable.

Q234. What is the potential issue with grading in the trait appraisal method?
a) It always overestimates the employee's capabilities
b) It may ignore the total period of review and be influenced by current circumstances
c) It solely focuses on technical skills
d) It fails to assess personality traits

Answer: b) It may ignore the total period of review and be influenced by current circumstances
Explanation: One major drawback is that the grading may be influenced by the situation at the time of appraisal, which can overlook the entire period of performance being reviewed.

Q235. What is the main focus of the "Appraisal of Managers as Managers" approach?
a) To assess a manager's overall performance in all areas
b) To evaluate a manager's abilities in managerial functions like planning, organizing, and controlling
c) To consider non-managerial tasks performed by the manager
d) To focus on technical skills and expertise

Answer: b) To evaluate a manager's abilities in managerial functions like planning, organizing, and controlling
Explanation: This approach specifically evaluates a manager's effectiveness in discharging managerial functions, excluding non-managerial activities.

Q236. Which of the following is a drawback of the "Appraisal of Managers as Managers" approach?
a) It focuses too much on managerial functions and ignores other aspects of the manager's role
b) It takes too little time for assessment
c) It does not consider the financial performance of the organization
d) It does not involve multiple levels of management in the appraisal process

Answer: a) It focuses too much on managerial functions and ignores other aspects of the manager's role
Explanation: One of the main criticisms of this approach is that it exclusively assesses managerial functions and overlooks other important activities and skills the manager may perform.

Q237. What is one improvement to the "Appraisal of Managers as Managers" approach?
a) Limiting the assessment to only the immediate superior of the manager
b) Using subjective evaluations from the appraiser
c) Open assessment in a session with the candidate, their immediate line authority, and the next higher manager
d) Ignoring the technical skills of the manager

Answer: c) Open assessment in a session with the candidate, their immediate line authority, and the next higher manager
Explanation: Open assessment involving both the candidate and relevant managers helps improve objectivity and ensure a more comprehensive evaluation.

Q238. What is the primary goal of organizational development (OD)?

a) To improve individual managerial skills
b) To increase employee productivity
c) To enhance organizational effectiveness and health through behavioral and cultural changes
d) To focus solely on improving technical skills

Answer: c) To enhance organizational effectiveness and health through behavioral and cultural changes
Explanation: OD focuses on improving the overall effectiveness of the organization by modifying individual and group behavior, organizational culture, and systems.

Q239. Which of the following is a key objective of manager development programs?
a) To focus only on the current job responsibilities
b) To prepare employees for present and future managerial roles
c) To enhance technical expertise without considering managerial functions
d) To provide opportunities for personal leisure and relaxation

Answer: b) To prepare employees for present and future managerial roles
Explanation: Manager development programs aim to prepare employees to handle their current roles and future managerial challenges by developing a broad set of skills.

Q240. Which of the following is NOT an example of a method used in manager development programs?
a) On-the-job training
b) Rotation of jobs
c) Coaching
d) Solely classroom-based learning without practical application

Answer: d) Solely classroom-based learning without practical application
Explanation: Manager development programs often use practical, hands-on methods such as job rotation, on-the-job training, and coaching, rather than relying solely on classroom-based learning.

Q241. What is the main difference between Manager Development and Organization Development (OD)?
a) Manager Development is focused on improving technical skills, while OD focuses on cultural aspects
b) Manager Development is focused on individuals, while OD is focused on the organization as a whole
c) Manager Development aims to increase financial profits, while OD focuses on employee satisfaction
d) Manager Development is primarily concerned with operational efficiency, while OD targets only leadership

Answer: b) Manager Development is focused on individuals, while OD is focused on the organization as a whole
Explanation: Manager Development is individual-centric, focusing on enhancing managerial capabilities, whereas OD addresses the overall improvement of the organization, including its culture and systems.

Q242. Which of the following is a technique commonly used in Organization Development (OD)?
a) Peer feedback
b) Survey and feedback studies of a system and its members
c) On-the-job training
d) Salary-based performance incentives

Answer: b) Survey and feedback studies of a system and its members
Explanation: Survey and feedback studies are common OD techniques that assess the system and its members, helping to identify areas of improvement in the organization.

Q243. What is the main objective of the job rotation method in manager development?
a) To provide employees with variety and

exposure to different roles
b) To focus on developing technical skills only
c) To assess employee performance in a single function
d) To give employees more leisure time

Answer: a) To provide employees with variety and exposure to different roles
Explanation: Job rotation exposes employees to various roles within the organization, broadening their experience and helping them prepare for managerial challenges in different areas.

Q244. What is the purpose of using outside training programs in manager development?
a) To reduce the cost of internal training
b) To expose employees to external best practices and specialized knowledge
c) To replace in-house training programs entirely
d) To limit the scope of training to the organization's current needs

Answer: b) To expose employees to external best practices and specialized knowledge
Explanation: External training programs, such as those provided by management schools or professional bodies, bring in fresh perspectives and specialized expertise that may not be available

Q245. Which of the following was the traditional view on leadership before psychological studies of leadership emerged?
a) Leaders are made, not born
b) Leadership qualities can be learned through experience
c) Leaders are born with inborn qualities of leadership
d) Leadership is purely a skill-based function

Answer: c) Leaders are born with inborn qualities of leadership
Explanation: The traditional view emphasized that leaders are born with innate qualities, rather than being made or developed through experience.

Q246. What is the purpose of critical control points in management?
a) To monitor continuous performance in all areas of work
b) To identify specific events or limits that serve as control indicators or danger signals
c) To define a manager's responsibilities
d) To measure the overall performance of employees

Answer: b) To identify specific events or limits that serve as control indicators or danger signals
Explanation: Critical control points are used to identify key events or limits that indicate potential issues, serving as warning signals in various operations.

Q247. Which of the following is an example of a non-budgetary control?
a) Financial statements
b) Budget reports
c) Statistical analysis and break-even point analysis
d) Profit and loss account

Answer: c) Statistical analysis and break-even point analysis
Explanation: Non-budgetary controls include methods like statistical analysis and break-even point analysis, which go beyond financial reports to manage operations effectively.

Q248. In the context of library management, what is the significance of the break-even point analysis?
a) It helps determine when an information service becomes self-supporting
b) It focuses only on the financial performance of the library
c) It is used to assess employee performance in the library
d) It is applied only in the procurement of publications

Answer: a) It helps determine when an information service becomes self-supporting
Explanation: The break-even point analysis helps assess the stage at which the cost of a library

service, such as SDI or translation, is balanced by the value of the service.

Q249. What distinguishes internal audits from statutory audits in organizations?
a) Internal audits are required by law, while statutory audits are not
b) Internal audits are conducted by external auditors, whereas statutory audits are conducted internally
c) Internal audits forewarn managers about potential danger areas, while statutory audits assess compliance with laws
d) Statutory audits are focused on assessing employee performance, while internal audits evaluate financial performance

Answer: c) Internal audits forewarn managers about potential danger areas, while statutory audits assess compliance with laws
Explanation: Internal audits help identify operational issues before they become critical, whereas statutory audits focus on ensuring compliance with legal and regulatory requirements.

Q250. Which of the following is NOT typically used as a control device in non-budgetary control systems?
a) Guidelines and policy statements
b) Break-even point analysis
c) Return on investment
d) Employee performance reviews

Answer: d) Employee performance reviews
Explanation: Employee performance reviews are not typically part of non-budgetary control systems, which focus more on operational analysis and financial metrics such as break-even analysis and policy guidelines.

Q251. What does the break-even point indicate in a library project?
a) The point at which the library reaches a profit
b) The stage at which the cost of a new service is fully covered by its value
c) The financial stage where a library starts receiving donations
d) The point where library staff reach their performance targets

Answer: b) The stage at which the cost of a new service is fully covered by its value
Explanation: The break-even point in library projects marks the point where the value of a new service matches its cost, making the service self-sustaining.

Q252. What is the main purpose of using a non-budgetary control system in management?
a) To monitor financial performance
b) To assess employee performance
c) To track factors that are not easily visible through budgetary control
d) To forecast future profits

Answer: c) To track factors that are not easily visible through budgetary control
Explanation: Non-budgetary controls are used to manage operations and performance aspects that cannot be captured by traditional financial budgets, such as policies, guidelines, and statistical analysis.

Q253. Which of the following control points helps in managing the time taken for publication processing in libraries?
a) Financial control points
b) Cost standards
c) Critical control points
d) Performance reviews

Answer: c) Critical control points
Explanation: Critical control points, like the time taken to process and make a publication available, serve as key indicators for managing specific aspects of operations in libraries.

Q254. Which country was the pioneer in adopting the quality movement after World War II?
a) United States

b) Japan
c) Germany
d) China

Answer: b) Japan
Explanation: Japan was the pioneer in adopting the quality movement, focusing on achieving quality in manufacturing and management after World War II.

Q255. Who were the three main contributors to the Total Quality Management (TQM) approach?
a) Feigenbaum, Ishikawa, Taguchi
b) W. Edwards Deming, Joseph M. Juran, Philip B. Crosby
c) Shigeo Shingo, W. A. Shewart, J. M. Juran
d) W. A. Shewart, Taguchi, Shigeo Shingo

Answer: b) W. Edwards Deming, Joseph M. Juran, Philip B. Crosby
Explanation: W. Edwards Deming, Joseph M. Juran, and Philip B. Crosby are recognized as the primary contributors to the Total Quality Management approach.

Q256. What tool did W. Edwards Deming develop to measure the causes of variability in a system?
a) Statistical Process Control (SPC) chart
b) Control chart
c) Break-even analysis
d) Pareto chart

Answer: a) Statistical Process Control (SPC) chart
Explanation: W. Edwards Deming developed the Statistical Process Control (SPC) chart to measure the causes of variability in a system.

Q257. What does the PDCA cycle, formulated by W. Edwards Deming, stand for?
a) Plan, Do, Correct, Assess
b) Plan, Do, Check, Act
c) Process, Define, Control, Apply
d) Prepare, Do, Check, Apply

Answer: b) Plan, Do, Check, Act
Explanation: The PDCA cycle stands for Plan, Do, Check, and Act, and is a systematic approach to problem-solving and continuous improvement in quality management.

Q258. According to W. Edwards Deming, which of the following is crucial for quality management in an organization?
a) Only focusing on product improvement
b) Management's involvement in quality initiatives
c) External consultants handling quality issues
d) Setting numerical quotas for employees

Answer: b) Management's involvement in quality initiatives
Explanation: Deming emphasized the need for management to be deeply involved in the organization's quality initiatives, as neglecting any element of the PDCA cycle can lead to problems.

Q259. Which of the following is NOT one of Deming's 14 points for quality management?
a) Provide leadership rather than supervision
b) Adopt a new philosophy of doing business
c) End awarding business on price alone
d) Set rigid work standards for employees

Answer: d) Set rigid work standards for employees
Explanation: Deming's 14 points for quality management advise against setting rigid work standards or numerical quotas, advocating instead for continuous improvement through statistical methods and leadership.

Q260. According to Deming's 14 points, what should be done to help employees perform better?
a) Provide them with strict supervision
b) Offer leadership instead of just supervision

c) Give them numerical targets
d) Focus solely on inspection

Answer: b) Offer leadership instead of just supervision
Explanation: Deming suggested providing leadership to help employees perform better rather than relying on supervision, fostering a supportive environment for improvement.

Q261. What is the focus of Deming's 14 points on 'breaking down barriers between departments'?
a) Encouraging competition among departments
b) Promoting communication and cooperation among departments
c) Increasing departmental autonomy
d) Implementing budgetary controls between departments

Answer: b) Promoting communication and cooperation among departments
Explanation: Deming emphasized breaking down barriers between departments to encourage communication and cooperation, leading to better quality management.

Q262. In Deming's 14 points, what does he recommend for achieving continuous improvement?
a) Management by objectives and numerical quotas
b) Statistical methods and leadership
c) Strict adherence to work standards
d) Using external audits

Answer: b) Statistical methods and leadership
Explanation: Deming advocated using statistical methods and leadership rather than numerical quotas or management by objectives to achieve continuous improvement.

Q263. Which of the following is a key element in Deming's 14 points that applies to libraries and information centers?
a) Focus solely on cost-cutting measures
b) Create constancy of purpose and strive for continuous improvement
c) Rely on external consultants for problem-solving
d) Prioritize management by objectives and numerical targets

Answer: b) Create constancy of purpose and strive for continuous improvement
Explanation: Creating constancy of purpose and striving for continuous improvement are key elements in Deming's 14 points, which are applicable in libraries and information centers to maintain high-quality services.

Q264. According to Joseph M. Juran, what does "Quality" mean?
a) Excellence in design
b) Conformance to requirement
c) Elegance in performance
d) Customer satisfaction

Answer: b) Conformance to requirement
Explanation: Juran defined quality as "fitness for use," which emphasizes conformance to requirements rather than elegance or perfection in performance.

Q265. What is the core idea of Juran's Trilogy?
a) Quality improvement, cost-cutting, and customer satisfaction
b) Quality planning, quality control, and quality improvement
c) Total quality management, teamwork, and training
d) Planning, organizing, and controlling

Answer: b) Quality planning, quality control, and quality improvement
Explanation: Juran's Trilogy consists of three key managerial processes: quality planning, quality control, and quality improvement, which work together to achieve quality.

Q266. Who was a contemporary of W. Edwards Deming and also worked extensively in Japan

on quality management?
a) Philip B. Crosby
b) Feigenbaum
c) Joseph M. Juran
d) Shigeo Shingo

Answer: c) Joseph M. Juran
Explanation: Joseph M. Juran was a contemporary of Deming and worked in Japan, contributing significantly to the development of quality management concepts.

Q267. According to Joseph M. Juran, which of the following is crucial for achieving quality?
a) Strict adherence to numerical targets
b) Focus on technology and machinery
c) Management, communication, and human resources
d) Focus solely on product design

Answer: c) Management, communication, and human resources
Explanation: Juran emphasized the role of management, communication, and human resources as essential factors in achieving quality.

Q268. Which of the following is NOT part of Crosby's Five Absolutes of Quality Management?
a) Quality means conformance to requirement
b) Quality problems are often inevitable
c) It is always cheaper to do things right the first time
d) The only performance standard is zero defects

Answer: b) Quality problems are often inevitable
Explanation: Crosby stated that there are no quality problems and emphasized prevention and conformance to requirements as key principles.

Q269. What is the primary focus of Philip B. Crosby's quality philosophy?
a) Continuous improvement and cost reduction
b) Prevention and zero defects
c) Design and innovation
d) Competitive advantage and market share

Answer: b) Prevention and zero defects
Explanation: Crosby emphasized prevention of defects and established "zero defects" as the only acceptable performance standard.

Q270. Which of the following is a tool provided by Philip B. Crosby for implementing quality programs?
a) Fishbone diagram
b) Quality maturity grid
c) Statistical Process Control chart
d) Pareto chart

Answer: b) Quality maturity grid
Explanation: Crosby provided several tools for implementing quality programs, including the "Quality maturity grid," "Make Certain Program," and "Quality Vaccine."

Q271. Which of the following is NOT one of Crosby's 14 Steps to Quality?
a) Form Quality Improvement Team
b) Zero Defect Day
c) Management Commitment
d) Set Numerical Targets for Employees

Answer: d) Set Numerical Targets for Employees
Explanation: Crosby did not emphasize setting numerical targets for employees but rather focused on quality improvement through management commitment and prevention programs.

Q272. What does Crosby's concept of "Zero Defects" mean?
a) The perfect product with no imperfections
b) The elimination of all customer complaints
c) No mistakes or defects allowed in the process
d) Setting maximum acceptable levels of defects

Answer: c) No mistakes or defects allowed in the process
Explanation: Crosby's "Zero Defects"

philosophy stresses that no mistakes or defects should be tolerated in the production or service process, aiming for perfection in quality.

Q273. In Crosby's 14 steps, which is the first step for implementing quality programs?
a) Form Quality Improvement Team
b) Establish the infrastructure
c) Management Commitment
d) Quality Awareness

Answer: c) Management Commitment
Explanation: The first step in Crosby's 14 steps is "Management Commitment," which ensures that the leadership is dedicated to driving quality improvement throughout the organization.

Q274. What is the main contribution of Armand V. Feigenbaum to quality management?
a) The concept of Zero Defects
b) Total Quality Control (TQC)
c) Statistical Process Control (SPC)
d) The PDCA cycle

Answer: b) Total Quality Control (TQC)
Explanation: Feigenbaum introduced the concept of Total Quality Control, which later evolved into Total Quality Management (TQM). He emphasized a company-wide approach to quality.

Q275. According to Feigenbaum, which of the following is NOT one of the four steps in quality control?
a) Setting quality standards
b) Appraising conformance to the standards
c) Establishing management by objectives
d) Acting when there are deviations and standards are not met

Answer: c) Establishing management by objectives
Explanation: Feigenbaum outlined four steps in quality control: setting standards, appraising conformance, acting on deviations, and planning for continuous improvement, but management by objectives is not one of these steps.

Q276. According to Feigenbaum, which of the following is a key benchmark for Total Quality Control?
a) Quality is a company-wide process
b) Quality is only the responsibility of management
c) Quality is not related to costs
d) Quality improvement happens only through technology

Answer: a) Quality is a company-wide process
Explanation: Feigenbaum emphasized that quality must be a company-wide process involving all levels of the organization, not just a responsibility of certain departments.

Q277. Which of the following is part of Feigenbaum's concept of Total Quality Control?
a) Quality is based only on customer satisfaction
b) Quality is an ethic
c) Quality is a cost-free initiative
d) Quality can only be measured through defects

Answer: b) Quality is an ethic
Explanation: Feigenbaum viewed quality as an ethic, meaning it is a fundamental principle that drives the culture and operations of an organization.

Q278. What is the focus of Kaoru Ishikawa's quality management approach?
a) Statistical Process Control
b) Quality Control Circles (QCCs) and company-wide cooperation
c) Zero Defects philosophy
d) Statistical data analysis only

Answer: b) Quality Control Circles (QCCs) and company-wide cooperation
Explanation: Ishikawa stressed the importance of Quality Control Circles (QCCs), where people from all levels participate in problem-solving and continuous improvement.

Q279. Which of the following statistical tools was suggested by Kaoru Ishikawa for quality control purposes?
a) Gantt chart
b) Fishbone diagram (Cause and effect diagram)
c) SWOT analysis
d) Decision tree

Answer: b) Fishbone diagram (Cause and effect diagram)
Explanation: Ishikawa is well known for the development of the Fishbone diagram, which helps identify potential causes of problems or defects in a process.

Q280. Kaoru Ishikawa's seven tools for quality control include all of the following except:
a) Histograms
b) Scatter diagrams
c) Pareto diagrams
d) Fishbone diagrams
e) SWOT analysis

Answer: e) SWOT analysis
Explanation: The seven tools for quality control suggested by Ishikawa are histograms, cause and effect diagrams, check sheets, Pareto diagrams, control charts, scatter diagrams, and flow charts—not SWOT analysis.

Q281. Which of the following best describes the role of Quality Control Circles (QCCs) in Kaoru Ishikawa's approach?
a) They focus on top-down management decision making
b) They involve employees in problem-solving and quality improvement processes
c) They are used solely for statistical data collection
d) They are designed only for senior management

Answer: b) They involve employees in problem-solving and quality improvement processes
Explanation: Ishikawa's concept of Quality Control Circles (QCCs) involves employees at all levels participating in identifying and solving quality-related issues.

Q282. Which quality control concept is Kaoru Ishikawa known for promoting?
a) Statistical Process Control (SPC)
b) Zero Defects philosophy
c) Quality Control Circles (QCCs)
d) Total Quality Control (TQC)

Answer: c) Quality Control Circles (QCCs)
Explanation: Kaoru Ishikawa emphasized the importance of involving employees in problem-solving processes through Quality Control Circles (QCCs), a method that engages people at all levels to improve quality.

Q283. Kaoru Ishikawa suggested seven statistical tools for quality control. Which of the following is NOT one of them?
a) Histograms
b) Fishbone diagram
c) Pareto diagrams
d) Gantt charts

Answer: d) Gantt charts
Explanation: The seven tools suggested by Ishikawa for quality control are histograms, cause and effect diagrams (fishbone), check sheets, Pareto diagrams, control charts, scatter diagrams, and flow charts—not Gantt charts.

Q284. What does Kaoru Ishikawa's Fishbone diagram (Cause and Effect diagram) primarily help with?
a) Identifying customer satisfaction levels
b) Identifying the root causes of problems
c) Analyzing process flow
d) Measuring product performance

Answer: b) Identifying the root causes of problems
Explanation: The Fishbone diagram helps in identifying the root causes of problems by categorizing potential causes in a visual format.

Q285. Which of the following best describes Shigeo Shingo's concept of "Poka-Yoke"?
a) Prevention of defects through statistical analysis
b) Identifying defects at the final stage of production
c) Identifying and preventing errors at the initial stage of production
d) Continuous improvement through feedback loops

Answer: c) Identifying and preventing errors at the initial stage of production
Explanation: Shigeo Shingo introduced "Poka-Yoke," which means "defect = 0." This concept involves identifying and preventing errors at the earliest stages of production to ensure zero defects.

Q286. What is the main focus of Shigeo Shingo's approach to quality management?
a) Maximizing productivity
b) Eliminating defects through error-proofing mechanisms
c) Ensuring uniformity in product design
d) Creating a quality-focused organizational culture

Answer: b) Eliminating defects through error-proofing mechanisms
Explanation: Shigeo Shingo's approach focuses on eliminating defects by identifying error sources early and preventing them through systems like Poka-Yoke.

Q287. Which of the following was one of Genichi Taguchi's major contributions to quality improvement?
a) The concept of Zero Defects
b) The Loss Function
c) Statistical Process Control (SPC)
d) The concept of Quality Control Circles (QCCs)

Answer: b) The Loss Function
Explanation: Genichi Taguchi developed the Loss Function, which quantifies the decline in customer satisfaction as product quality decreases, linking quality directly to cost.

Q288. Genichi Taguchi introduced Orthogonal Arrays and Linear Graphs for what purpose?
a) To calculate product defects
b) To isolate external factors that affect product quality
c) To perform market analysis
d) To create a standardized method for product testing

Answer: b) To isolate external factors that affect product quality
Explanation: Taguchi's use of Orthogonal Arrays and Linear Graphs was designed to efficiently isolate external factors (or "noise") that impact product quality.

Q289. What does Taguchi's concept of "Robustness" refer to in quality management?
a) The ability of a product to be produced at the lowest cost
b) The ability of a process to work regardless of external influences
c) The use of statistical methods to detect defects
d) The strength of the product design

Answer: b) The ability of a process to work regardless of external influences
Explanation: Taguchi's concept of robustness focuses on making products or processes that can perform consistently well despite uncontrollable external factors.

Q290. What is the main purpose of a Quality Circle in Total Quality Management (TQM)?
a) To conduct individual problem-solving
b) To engage staff in group participation for problem-solving
c) To replace traditional management structures
d) To manage customer complaints

Answer: b) To engage staff in group participation for problem-solving
Explanation: Quality Circles are small groups of employees who meet regularly to identify,

analyze, and solve problems related to their work, thus promoting group participation in achieving organizational goals.

Q291. Which of the following is NOT a key characteristic of a Quality Circle?
a) Group members must have similar educational backgrounds
b) A circle typically has between three to twelve people
c) The circle is led by an external consultant
d) Members meet voluntarily and regularly

Answer: c) The circle is led by an external consultant
Explanation: A Quality Circle is typically led by a supervisor from the same work area, not an external consultant.

Q292. How long do members of a Quality Circle typically meet for each session?
a) 30 minutes
b) 1 hour
c) 2 hours
d) 4 hours

Answer: b) 1 hour
Explanation: Quality Circles typically meet for about one hour per week during paid time.

Q293. Which of the following is an essential feature of a Quality Circle?
a) The circle operates without leadership
b) The group is a small team from the same work area
c) The group is formed based on seniority
d) The group is made up of employees from different departments

Answer: b) The group is a small team from the same work area
Explanation: A Quality Circle is typically composed of employees from the same work area to ensure homogeneity in their work experiences.

Q294. Why is the size of a Quality Circle typically limited to between three and twelve people?
a) To avoid bureaucracy and ensure everyone's participation
b) To keep it manageable for the supervisor
c) To focus only on senior employees
d) To limit the amount of work assigned

Answer: a) To avoid bureaucracy and ensure everyone's participation
Explanation: The small size of a Quality Circle ensures that every member can actively participate and share their ideas without the group becoming too large or bureaucratic.

Q295. What does the voluntary nature of Quality Circle meetings imply?
a) Employees are required to attend
b) Participation is mandatory for performance reviews
c) Employees can freely join and leave without pressure
d) Only management can leave the group

Answer: c) Employees can freely join and leave without pressure
Explanation: The voluntary nature of Quality Circle meetings means that employees can choose to participate or leave without any pressure or negative consequences.

Q296. What is a potential exception to the requirement that members of a Quality Circle should have similar work backgrounds?
a) When a consultant is needed for general advice
b) When specialized knowledge is required for a specific project
c) When the team needs to meet off-site
d) When the Circle meets for social purposes

Answer: b) When specialized knowledge is required for a specific project
Explanation: In exceptional cases, specialists may be invited to provide expertise for specific

projects, even if they do not share the same work background as the rest of the circle.

Q297. What is the role of the supervisor in a Quality Circle?
a) To make decisions for the group
b) To lead and guide the group in problem-solving
c) To attend meetings as an observer
d) To ensure no one leaves the group

Answer: b) To lead and guide the group in problem-solving
Explanation: The supervisor typically leads the Quality Circle, guiding the members in identifying and solving problems while encouraging their active participation.

Q298. What is the main purpose of benchmarking in Total Quality Management (TQM)?
a) To copy the competitors' practices
b) To understand and implement the best practices and processes in the industry
c) To create new products based on customer requirements
d) To eliminate customer feedback in decision-making

Answer: b) To understand and implement the best practices and processes in the industry
Explanation: Benchmarking aims to understand the best practices and processes used by competitors or industry leaders and implement them to improve the organization's performance.

Q299. Which of the following is NOT a step involved in benchmarking according to TQM?
a) Understand customer perspectives and rate products
b) Set standards based on market leaders' practices
c) Gather data on competitors and avoid comparing processes
d) Implement changes based on the comparison data

Answer: c) Gather data on competitors and avoid comparing processes
Explanation: In benchmarking, comparing processes is essential. The goal is to identify the best practices and adapt them, not to avoid comparison.

Q300. What is the first step in benchmarking processes?
a) Collect data
b) Identify characteristics to benchmark
c) Implement changes based on comparisons
d) Share information with partners

Answer: b) Identify characteristics to benchmark
Explanation: The first step in benchmarking is identifying which characteristics, such as reliability or accuracy, need to be benchmarked to improve quality.

Q301. Which of the following tools is used to collect data for quality control purposes in TQM?
a) Histogram
b) Pareto chart
c) Check sheets
d) Fishbone diagram

Answer: c) Check sheets
Explanation: Check sheets are used to collect data, providing a simple and efficient way to record information about problems and occurrences in a process.

Q302. What does a Pareto chart help to identify in Total Quality Management?
a) The root causes of problems
b) The relationship between two variables
c) The most common causes of a problem
d) The workflow in the organization

Answer: c) The most common causes of a problem
Explanation: A Pareto chart is used to identify

the main causes of problems, highlighting the most frequent or impactful issues.

Q303. What does a scatter diagram represent in quality control?
a) The root causes of a problem
b) Graphically represented data in columns
c) The relationship between two variables
d) The flow of processes in an organization

Answer: c) The relationship between two variables
Explanation: A scatter diagram is used to show the relationship between two variables, helping to identify trends or correlations.

Q304. What is the purpose of a control chart in quality management?
a) To compare data with competitors
b) To find out if a process is under control or not
c) To display the relationship between two variables
d) To represent workflow graphically

Answer: b) To find out if a process is under control or not
Explanation: A control chart helps determine whether a process is stable and under control, or if variations are occurring beyond acceptable limits.

Q305. Which tool in TQM is used to represent different processes and workflows in an organization?
a) Histogram
b) Flow chart
c) Scatter diagram
d) Fishbone diagram

Answer: b) Flow chart
Explanation: A flow chart is used to graphically represent different processes and workflows within an organization, without relying on data.

Q306. What does the fishbone diagram (Cause and Effect Diagram) help identify in TQM?
a) The relationship between variables
b) The most common causes of a problem
c) The root causes of a problem and their effects
d) The process flow in an organization

Answer: c) The root causes of a problem and their effects
Explanation: A fishbone diagram is used to identify the root causes of problems and analyze how these causes affect the process or product.

Q307. What does the ISO 9000 series provide for organizations?
a) Technical specifications for products
b) A framework, methods, and structure for adopting quality systems
c) Specific goals and objectives for achieving quality
d) Guidelines only for manufacturing units

Answer: b) A framework, methods, and structure for adopting quality systems
Explanation: The ISO 9000 series offers a framework and methods to help organizations adopt quality management systems but does not set specific goals or objectives.

Q308. Which ISO 9000 standard specifies requirements for quality assurance in design, development, production, installation, and servicing?
a) ISO 9002
b) ISO 9001
c) ISO 9004
d) ISO 9003

Answer: b) ISO 9001
Explanation: ISO 9001 provides a model for quality assurance in design, development, production, installation, and servicing.

Q309. Which of the following is NOT one of the documentation requirements for ISO 9000 registration?
a) Quality Manual

b) Procedure Manual
c) Work Instruction
d) Employee Training Manual

Answer: d) Employee Training Manual
Explanation: The three required documentation sets for ISO 9000 registration are the Quality Manual, Procedure Manual, and Work Instruction. An Employee Training Manual is not specifically required.

Q310. What is the main emphasis of the ISO 9000 series?
a) To assure that a company's products remain consistent over time
b) To set product specifications for every industry
c) To provide technical training for employees
d) To define specific goals for achieving quality

Answer: a) To assure that a company's products remain consistent over time
Explanation: The main emphasis of ISO 9000 is to ensure that products remain consistent over time, even if employees change, through proper documentation and quality systems.

Q311. Which of the following is NOT true regarding the ISO 9000 series?
a) It provides guidelines for quality management and systems elements
b) It is only useful for manufacturing organizations
c) It does not lay down specific goals but offers a framework for quality systems
d) Registration is based on documentation and compliance with the system

Answer: b) It is only useful for manufacturing organizations
Explanation: While the ISO 9000 series was originally developed with manufacturing in mind, it is applicable to any type of organization, not just manufacturing.

Q312. What does the Procedure Manual in the ISO 9000 documentation show?
a) A description of the organization's goals and objectives
b) Flow charts indicating different procedures in the organization
c) Detailed instructions for specific tasks
d) A list of employees and their responsibilities

Answer: b) Flow charts indicating different procedures in the organization
Explanation: The Procedure Manual provides flow charts that illustrate the various procedures followed within the organization.

Q313. Which ISO 9000 standard is intended for quality assurance in final inspection and testing?
a) ISO 9001
b) ISO 9002
c) ISO 9003
d) ISO 9004

Answer: c) ISO 9003
Explanation: ISO 9003 specifies the model for quality assurance in final inspection and testing.

Q314. What is the primary purpose of the Work Instruction in ISO 9000 documentation?
a) To outline the quality policy and objectives
b) To provide detailed instructions for specific tasks carried out every day
c) To show the organizational structure of the company
d) To list all the required qualifications for employees

Answer: b) To provide detailed instructions for specific tasks carried out every day
Explanation: The Work Instruction provides detailed, step-by-step instructions for the daily tasks performed within the organization.

Q315. For registration to ISO 9000, what is the basis for the assessment of a company?

a) Product quality and specifications
b) The company's adherence to industry regulations
c) Documentation of processes and compliance with them
d) The number of employees in the organization

Answer: c) Documentation of processes and compliance with them
Explanation: ISO 9000 registration is process-based and assesses a company's documentation of its processes and how well they comply with the documented standards.

Q316. Why could the implementation of ISO 9000 be helpful in libraries and information centers?
a) To ensure financial profitability
b) To provide quality services to users and improve operations
c) To streamline the acquisition of physical assets
d) To comply with international trade regulations

Answer: b) To provide quality services to users and improve operations
Explanation: Implementing ISO 9000 in libraries helps in improving service quality and user satisfaction, which are critical in library and information center activities.

Q317. What is a challenge when implementing ISO 9000 in libraries and information centers?
a) Finding a third-party audit service
b) Adhering to the documentation requirements
c) Ensuring compliance with manufacturing standards
d) Developing technical specifications for books and journals

Answer: b) Adhering to the documentation requirements
Explanation: One of the challenges in implementing ISO 9000 in libraries is meeting the documentation requirements, which may require new efforts and systems.

Q318. How does Total Quality Management (TQM) apply to libraries and information centers?
a) It focuses on short-term goals to improve user services
b) It provides a system of continuous improvement centered on customer needs
c) It is a technique to reduce the number of users
d) It focuses on product development for libraries

Answer: b) It provides a system of continuous improvement centered on customer needs
Explanation: TQM focuses on continuous improvement and is centered around customer (user) needs, which is applicable to libraries that aim to enhance service quality.

Q319. What is the primary focus of user service in libraries implementing TQM?
a) To increase the number of library staff
b) To ensure user satisfaction by meeting or exceeding their needs
c) To improve the internal processes of the library
d) To ensure that users only get basic library services

Answer: b) To ensure user satisfaction by meeting or exceeding their needs
Explanation: The primary focus in TQM for libraries is user satisfaction, ensuring that library services meet or exceed user expectations.

Q320. What does a long-term commitment to TQM in libraries involve?
a) Achieving short-term goals quickly
b) Gradual improvements based on user requirements
c) Relying on new technology trends
d) Focusing on increasing the budget for services

Answer: b) Gradual improvements based on user requirements
Explanation: TQM requires a long-term commitment to continuous improvement, focusing on user needs and not just on short-term fixes or trends.

Q321. What is the role of data in decision-making under TQM for libraries?
a) Decisions should be based on intuition and past experiences
b) Decisions should be made based on relevant data and management information systems
c) Data is only required for budgeting purposes
d) Decisions should be influenced by external trends and competition

Answer: b) Decisions should be made based on relevant data and management information systems
Explanation: TQM emphasizes decision-making based on relevant data, which helps to make informed decisions for continuous improvement.

Q322. What is the purpose of forming quality teams or quality circles in TQM for libraries?
a) To oversee the financial health of the library
b) To review policies unrelated to library operations
c) To identify and solve problems related to library processes and services
d) To recruit new library staff

Answer: c) To identify and solve problems related to library processes and services
Explanation: Quality teams or quality circles are formed to address problems in library processes and suggest improvements, contributing to overall quality.

Q323. What does the change in process mean in the context of TQM in libraries?
a) Limiting the number of services offered to users
b) Keeping the library's operations the same
c) Thoroughly analyzing and improving library processes for better quality
d) Adding more physical books to the collection

Answer: c) Thoroughly analyzing and improving library processes for better quality
Explanation: TQM emphasizes analyzing and changing library processes to improve quality and achieve better user satisfaction.

Q324. How can empowering employees contribute to quality management in libraries?
a) Employees become more involved and committed to the organization's quality goals
b) Employees can focus only on their assigned tasks
c) It helps in reducing the library's expenses
d) Employees can reduce the number of users in the library

Answer: a) Employees become more involved and committed to the organization's quality goals
Explanation: Empowering employees to suggest solutions to problems makes them more involved and committed to achieving the library's quality goals.

Q325. What is the focus of Barrett's book *Fast Focus on TQM: A Concise Guide to Companywide Learning* (1994)?
a) Improving the physical infrastructure of libraries
b) A guide to implementing companywide learning in the context of Total Quality Management
c) Addressing financial management in libraries
d) Managing library staff performance

Answer: b) A guide to implementing companywide learning in the context of Total Quality Management
Explanation: Barrett's book focuses on implementing companywide learning, an important aspect of Total Quality Management (TQM).

Q326. In which publication did David Bawden discuss the concept of "User-oriented Evaluation of Information Systems and Services"?
a) *Quality Management for Information and Library Managers*
b) *User-oriented Evaluation of Information*

Systems and Services
c) *Total Quality Management in Information Services*
d) *Running Things: The Art of Making Things Happen*

Answer: b) *User-oriented Evaluation of Information Systems and Services*
Explanation: David Bawden's 1990 publication focuses on evaluating information systems and services with a user-centered approach.

Q327. What is the title of Philip B. Crosby's book published in 1979?
a) *Quality is Free: The Art of Making Quality Certain*
b) *Total Quality Management in Information Services*
c) *Quality Management in Libraries*
d) *The Management and Control of Quality*

Answer: a) *Quality is Free: The Art of Making Quality Certain*
Explanation: In his 1979 book, Crosby emphasizes that quality can be achieved without additional cost, challenging the traditional perception of quality management.

Q328. What aspect of Total Quality Management (TQM) is emphasized in the work of Juran, J. M., specifically in *Juran on Leadership for Quality*?
a) The necessity of eliminating management positions in libraries
b) The importance of leadership in fostering quality improvement
c) Reducing the budget for library resources
d) The focus on short-term improvements

Answer: b) The importance of leadership in fostering quality improvement
Explanation: Juran's work highlights the role of leadership in guiding organizations, including libraries, through the process of continuous quality improvement.

Q329. In the 1990 book *In Pursuit of Quality* by David Hutchins, what is the main focus?
a) Cost reduction strategies in libraries
b) Participative techniques for quality improvement
c) Introducing new library technologies
d) Reducing user demands in libraries

Answer: b) Participative techniques for quality improvement
Explanation: Hutchins' book discusses participative techniques that can be used for improving quality within organizations, including libraries.

Q330. What does Kaoru Ishikawa's *Guide to Quality Control* (1982) primarily focus on?
a) Developing new technologies for libraries
b) The implementation of quality control processes
c) The financial aspects of library operations
d) Marketing libraries to external stakeholders

Answer: b) The implementation of quality control processes
Explanation: Ishikawa's guide is a foundational work on quality control, offering tools and techniques for managing quality in organizational processes.

Q331. In which journal did Carl Gustav Johannsen discuss "Strategic Issues in Quality Management" in 1996?
a) *Journal of Library Management*
b) *Journal of Information Science*
c) *Journal of Academic Librarianship*
d) *Information Technology and Libraries*

Answer: b) *Journal of Information Science*
Explanation: Johannsen's article on strategic quality management was published in the *Journal of Information Science*, exploring theoretical considerations.

Q332. What key concept does the 1993 work *Integrating Total Quality Management in a Library Setting* by Susan Jurrow and Susan B. Barnard emphasize?
a) Reducing library budgets through automation
b) Integrating TQM principles to improve library operations
c) Eliminating library staff to streamline services
d) Outsourcing library management to private firms

Answer: b) Integrating TQM principles to improve library operations
Explanation: This work focuses on integrating TQM principles in a library setting to enhance service quality and improve operational efficiency.

Q333. What is the main subject of the book *Small Business Success through TQM* by Terry Ehresman (1995)?
a) Improving library acquisitions
b) Practical methods for improving organizational performance through TQM
c) Financial management for library operations
d) Managing physical library spaces

Answer: b) Practical methods for improving organizational performance through TQM
Explanation: Ehresman's book provides practical insights into applying TQM to improve overall organizational performance, which can also benefit libraries.

Q334. Which of the following books addresses the application of TQM principles to library reorganization?
a) *Quality is Free: The Art of Making Quality Certain*
b) *Turning the Library Upside Down: Reorganisation using Total Quality Management Principles*
c) *Total Quality Management in Information Services*
d) *The Management and Control of Quality*

Answer: b) *Turning the Library Upside Down: Reorganisation using Total Quality Management Principles*
Explanation: This work by Donna K. Fitch, Jean Thompson, and Elizabeth Crabtree discusses reorganizing libraries using TQM principles to improve efficiency and service quality.

Unit 4

Change Management

Q335. According to Carson (1998), what does "organisational change" refer to?
a) A sudden shift in leadership
b) Any alteration of activities in an organisation, including changes in structure, tasks, or attitudes
c) A change in technology only
d) A change that occurs due to market competition

Answer: b) Any alteration of activities in an organisation, including changes in structure, tasks, or attitudes
Explanation: Carson defines organisational change as any alteration in activities, which may involve changes in structure, tasks, or attitudes within the organization.

Q336. Which type of change, according to Carson (1998), involves reimplementation of a change in the same organisational unit and is not considered threatening?
a) Radical change
b) Innovative change
c) Adaptive change
d) Planned change

Answer: c) Adaptive change
Explanation: Adaptive change involves reimplementation of a change within the same unit and is considered non-threatening in nature.

Q337. What type of organisational change is described as unfamiliar and creates uncertainty and fear?

a) Adaptive change
b) Planned change
c) Innovative change
d) Reactive change

Answer: c) Innovative change
Explanation: Innovative change is new and unfamiliar, which leads to uncertainty and fear within the organisation.

Q338. According to Carson (1998), what is the most intimidating and resisted type of change in an organisation?
a) Planned change
b) Radical change
c) Reactive change
d) Adaptive change

Answer: b) Radical change
Explanation: Radical change is the most intimidating and resisted type of change, requiring a long-term strategy for implementation.

Q339. What is the characteristic of reactive change?
a) It is always planned and systematic.
b) It is brought about by a sudden or unplanned event.
c) It is a result of strategic decisions made by the leadership.
d) It focuses solely on technological changes.

Answer: b) It is brought about by a sudden or unplanned event.
Explanation: Reactive change occurs in response to unexpected or sudden events that require an immediate response.

Q340. Which type of change involves a deliberate, systematic approach in altering the functioning of part or all of an organisation?
a) Reactive change
b) Innovative change
c) Planned change
d) Adaptive change

Answer: c) Planned change
Explanation: Planned change is a deliberate, systematic approach to altering processes, people, or technology within an organisation. It can be carried out by a team or the entire organisation.

Q341. According to Carson (1998), which of the following is true about radical change?
a) It is familiar and creates minimal fear.
b) It is always planned and leads to quick results.
c) It is the most resisted type of change and requires long-term planning.
d) It is a simple adjustment to existing processes.

Answer: c) It is the most resisted type of change and requires long-term planning.
Explanation: Radical change is highly resisted in organisations and requires a comprehensive, long-term strategy for successful implementation.

Q342. In Carson's categorization, which type of change focuses on systematic, deliberate improvements in processes, people, or technology?
a) Reactive change
b) Planned change
c) Adaptive change
d) Radical change

Answer: b) Planned change
Explanation: Planned change involves a deliberate approach to systematically improve various aspects of an organisation, such as processes, people, or technology.

Q343. Who is credited with creating a three-stage model of change that has greatly influenced organizational change theory and practice?
a) Philip Crosby
b) W. Edwards Deming
c) Kurt Lewin
d) Joseph Juran

Answer: c) Kurt Lewin
Explanation: Kurt Lewin is a social psychologist who developed the three-stage model of change,

which has had a significant impact on organizational change theory and practice.

Q344. According to Kurt Lewin's model (1947), which of the following is NOT one of the three stages of change?
a) Unfreezing
b) Changing
c) Freezing
d) Refreezing

Answer: c) Freezing
Explanation: The three stages of Lewin's model are unfreezing, changing, and refreezing. "Freezing" is not a stage in the model.

Q345. In Kurt Lewin's model, what is the primary focus during the "unfreezing" phase?
a) Making the change permanent
b) Introducing new behaviors and attitudes
c) Preparing and creating motivation for change
d) Stabilizing the organization after a change

Answer: c) Preparing and creating motivation for change
Explanation: In the "unfreezing" phase, the focus is on preparing the organization and creating motivation for change by breaking down existing structures and attitudes.

Q346. What occurs in the "changing" phase of Lewin's three-stage model of change?
a) New behaviors, processes, and structures are introduced
b) The old system is preserved and no changes occur
c) People resist change and maintain old habits
d) The organization reverts to previous ways of working

Answer: a) New behaviors, processes, and structures are introduced
Explanation: During the "changing" phase, the focus is on introducing new behaviors, processes, or structures to implement the desired change.

Q347. What is the main goal of the "refreezing" phase in Kurt Lewin's model?
a) To stop the change process completely
b) To solidify new behaviors and practices into the organization's culture
c) To analyze and evaluate the changes made
d) To prepare for further organizational changes

Answer: b) To solidify new behaviors and practices into the organization's culture
Explanation: The "refreezing" phase aims to stabilize the organization by reinforcing and solidifying the new behaviors and practices, making them a permanent part of the culture.

Q348. Which of the following is a key assumption underlying Kurt Lewin's model of change?
a) Change is only successful if it is imposed without participation
b) Organizations naturally resist change and require a structured approach
c) The "unfreezing" stage is not necessary to begin the change process
d) Change is always a short-term process that can be rapidly achieved

Answer: b) Organizations naturally resist change and require a structured approach
Explanation: Lewin's model assumes that organizations naturally resist change and thus need a structured process—unfreezing, changing, and refreezing—to manage and stabilize change effectively.

Q349. In Kurt Lewin's three-stage model, which stage is focused on implementing the desired changes within the organization?
a) Unfreezing
b) Changing
c) Refreezing
d) Resisting

Answer: b) Changing
Explanation: The "changing" stage is where the

actual change is implemented, including introducing new processes, behaviors, or structures.

Q350. According to Kurt Lewin's model, which phase would involve reinforcing the changes to ensure they are adopted permanently within the organization?
a) Changing
b) Refreezing
c) Unfreezing
d) Revisiting

Answer: b) Refreezing
Explanation: The "refreezing" phase focuses on reinforcing the new changes and ensuring they become part of the organization's culture and ongoing processes.

Q351. According to Stafford Beer's Viable System Model (VSM), which of the following is one of the three elements of any system?
a) Phase
b) Operation
c) Environment
d) Change

Answer: b) Operation
Explanation: In Stafford Beer's Viable System Model (VSM), "operation" is one of the three elements of any system, along with the metasystem and the environment.

Q352. What is the primary purpose of the "changing" phase in the organizational change process?
a) Embedding new behaviors into the organization
b) Helping employees learn new concepts and behaviors
c) Consolidating the organization's new operation mode
d) Returning to old methods and stabilizing the organization

Answer: b) Helping employees learn new concepts and behaviors
Explanation: The "changing" phase focuses on planning and implementing the change by helping employees learn new concepts, behaviors, and attitudes.

Q353. Which mechanism is typically employed during the "changing" phase to facilitate organizational change?
a) Positive reinforcement
b) Mentors and role models
c) Coaching and training
d) Employee surveys

Answer: b) Mentors and role models
Explanation: Mentors, role models, and experts are employed during the "changing" phase to help employees learn new behaviors, skills, and ways of thinking.

Q354. What does the "refreezing" phase in organizational change aim to achieve?
a) Introducing new behaviors and systems
b) Returning to the old system of operation
c) Reinforcing and stabilizing new behaviors and attitudes
d) Generating ideas for further change

Answer: c) Reinforcing and stabilizing new behaviors and attitudes
Explanation: The "refreezing" phase focuses on embedding and consolidating the new behaviors and attitudes into the organization, making the changes permanent.

Q355. According to Lewin's model, which method involves directly changing the climate or interpersonal style of an organization?
a) Changing individual skills and values
b) Changing organizational structures and systems
c) Changing the organizational climate or interpersonal style
d) Reinforcing the new behaviors

Answer: c) Changing the organizational climate or interpersonal style
Explanation: Lewin's model identifies changing

the organizational climate or interpersonal style as one of the key ways to accomplish organizational change.

Q356. In Stafford Beer's Viable System Model (VSM), what is the function of System 2?
a) Resolving conflicts and ensuring stability
b) Optimizing interactions between parts
c) Regulating the operation of System 1
d) Planning for long-term survival and adaptation

Answer: a) Resolving conflicts and ensuring stability
Explanation: System 2 in VSM is responsible for resolving conflicts that arise from the interactions between parts of System 1 and ensuring stability in the system.

Q357. What is the role of System 3 in Stafford Beer's Viable System Model (VSM)?
a) Planning for the future and adapting to change
b) Regulating the operation of System 1 and optimizing interactions
c) Providing policy and enforcing rules
d) Resolving conflicts between parts of the system

Answer: b) Regulating the operation of System 1 and optimizing interactions
Explanation: System 3 regulates the operations of System 1 and focuses on optimizing interactions within the system.

Q358. In Stafford Beer's Viable System Model (VSM), which system is responsible for ensuring the long-term viability of the system?
a) System 1
b) System 3
c) System 4
d) System 5

Answer: c) System 4
Explanation: System 4 in VSM ensures the long-term viability of the system by adapting to changes in the environment and producing plans for the future.

Q359. What does the RACI model help to define during an organizational change process?
a) The cost-benefit analysis of the change
b) The time frame for implementing change
c) The roles and responsibilities of individuals involved in the change
d) The organizational culture before and after change

Answer: c) The roles and responsibilities of individuals involved in the change
Explanation: The RACI model is a tool used to define the roles and responsibilities of individuals during the change process, mapping activities to roles.

Q360. In the RACI model, who is responsible for the results and ultimately accountable for the activity?
a) Responsible
b) Accountable
c) Consulted
d) Informed

Answer: b) Accountable
Explanation: In the RACI model, the "Accountable" person is the one ultimately responsible for the results of the activity or decision.

Q361. According to the Change Management Iceberg model by Wilfried Kruger, which of the following factors appear at the top of the iceberg?
a) Cost, quality, and time
b) Cost, innovation, and resistance
c) Quality, performance, and feedback
d) Time, flexibility, and resistance

Answer: a) Cost, quality, and time
Explanation: The top of the Change Management Iceberg consists of three primary factors: cost, quality, and time, which are key concerns for management during change.

Q362. In the Change Management Iceberg model, who are individuals that have a positive attitude towards the change and actively support it?
a) Middle opponents
b) Opponents
c) Potential promoters
d) Promoters

Answer: d) Promoters
Explanation: Promoters are individuals who have a positive attitude towards the change and actively support it in the change management process.

Q363. Who are the individuals that need to have their perceptions and beliefs shaped to support the change?
a) Hidden opponents
b) Potential promoters
c) Middle opponents
d) Opponents

Answer: d) Opponents
Explanation: Opponents are individuals who have a negative attitude towards the change. Their perceptions and beliefs need to be addressed and changed by the management to align them with the change.

Q364. What is the characteristic of hidden opponents in the Change Management Iceberg model?
a) They openly resist the change and create barriers.
b) They actively promote the change.
c) They superficially support the change but have a negative attitude towards it.
d) They do not participate in the change process.

Answer: c) They superficially support the change but have a negative attitude towards it.
Explanation: Hidden opponents appear to support the change on the surface but actually harbor negative attitudes towards it. Managing their perceptions and beliefs with adequate information is crucial.

Q365. Who are the individuals in the Change Management Iceberg model that have a positive attitude towards change but need reassurance to fully support it?
a) Hidden opponents
b) Middle opponents
c) Potential promoters
d) Promoters

Answer: c) Potential promoters
Explanation: Potential promoters are individuals who have a positive attitude towards the change but require reassurance or further information to fully support and commit to the change process.

Q366. According to the Change Model (Change Formula) by Beckhard and Harris, which of the following components must be present for change to occur in an organization?
a) Vision, resources, and leadership
b) Dissatisfaction with the status quo, vision of the proposed change, and first step towards the change
c) Cost, resistance, and management commitment
d) Planning, leadership, and execution

Answer: b) Dissatisfaction with the status quo, vision of the proposed change, and first step towards the change
Explanation: The Change Model by Beckhard and Harris states that for change to happen, three components must be present: dissatisfaction with the current situation, a clear vision of the change, and a concrete first step towards implementing the change.

Q367. What does the Change Formula by Beckhard and Harris suggest must be greater than the resistance for change to occur in an organization?
a) Leadership commitment
b) Cost of implementation
c) The sum of dissatisfaction, vision, and the first step towards change
d) Organizational readiness

Answer: c) The sum of dissatisfaction, vision, and the first step towards change
Explanation: Beckhard and Harris suggest that change will occur only when the combined factors of dissatisfaction with the status quo, a vision of the proposed change, and the first step towards change exceed the cost or resistance to change in the organization.

Q368. According to the Change Model, which of the following is NOT one of the three key factors for overcoming resistance to change in an organization?
a) Dissatisfaction with the status quo
b) Vision of the proposed change
c) Cost of implementation
d) First step towards the change

Answer: c) Cost of implementation
Explanation: The Change Model emphasizes that dissatisfaction with the current situation, a vision for the change, and the first step towards the change must overcome the resistance. The cost of implementation is not part of the three key factors identified.

Q369. In the Change Model by Beckhard and Harris, what role does the "first step towards the change" play in the change process?
a) It serves as the final stage in the change process.
b) It is the starting point for overcoming resistance to change.
c) It is a way to measure the cost of the change.
d) It involves detailed planning of the change strategy.

Answer: b) It is the starting point for overcoming resistance to change.
Explanation: The first step towards the change is crucial as it represents the initial action that moves the organization beyond the resistance to change, helping to pave the way for the other components to take effect.

Q370. The Change Formula by Beckhard and Harris is attributed to which individual?
a) Kurt Lewin
b) David Gleicher
c) Wilfried Kruger
d) Stafford Beer

Answer: b) David Gleicher
Explanation: The Change Formula (Change Model) by Beckhard and Harris is attributed to David Gleicher, as it was originally formulated by him and later refined by Beckhard and Harris in 1987.

Q371. According to the reasons for employee resistance to change, which of the following is related to an individual's deep, innate attitude towards change?
a) Self-interest
b) Fear of the unknown
c) The individual's predisposition towards change
d) Lack of understanding and trust

Answer: c) The individual's predisposition towards change
Explanation: An individual's attitude toward change can be deeply personal and inherent, which often leads to a negative predisposition toward change.

Q372. What is a key factor that contributes to resistance to change, where employees are anxious about job security or how the change will affect their lives?
a) Fear of failure
b) Uncertainty
c) Peer pressure
d) Speed of change

Answer: b) Uncertainty
Explanation: Employees resist change when they are uncertain about how it will impact their roles, job security, or how things will be done differently.

Q373. Which factor involves the education and commitment of individuals to successfully

implement and sustain the change process?
a) The necessity for information and commitment
b) The power of the individual or group initiating the change
c) Available expertise
d) Self-interest

Answer: a) The necessity for information and commitment
Explanation: This factor emphasizes the importance of informing and educating those involved in the change to secure their commitment and help ensure the success of the change process.

Q374. When change is introduced and the organization is not ready for it, which reason for resistance is being described?
a) Fear of the unknown
b) Disruption of cultural traditions
c) Difficult timing of change
d) Peer pressure

Answer: c) Difficult timing of change
Explanation: Resistance often arises when change is introduced at an inappropriate time when the organization is not prepared for it.

Q375. According to the reasons for resistance to change, which of the following is an effect of peer pressure in the workplace?
a) Self-interest
b) Fear of failure
c) Peer pressure
d) Lack of understanding and trust

Answer: c) Peer pressure
Explanation: Peer pressure can influence an individual's attitude toward change, even if they personally support the change, due to the norms and pressure from their group.

Q376. Which reason for resistance to change refers to a situation where people feel that change will take away something valuable from them?
a) Self-interest
b) Satisfaction with the status quo
c) Fear of the unknown
d) Speed with which change occurs

Answer: a) Self-interest
Explanation: Employees may resist change if they perceive that it threatens something they value, such as their role, power, or benefits.

Q377. What does Kurt Lewin's Force Field Analysis involve?
a) Analyzing the organization's readiness for change
b) Identifying and balancing driving and restraining forces
c) Assessing the time period for implementing change
d) Overcoming resistance through effective communication

Answer: b) Identifying and balancing driving and restraining forces
Explanation: Lewin’s Force Field Analysis helps to understand the forces that drive or resist change, and how best to manage or overcome the resistance.

Q378. According to the reasons for resistance to change, which of the following refers to the fear and anxiety caused by rapid or overwhelming change?
a) Speed with which change occurs
b) Fear of failure
c) Insensitive manner of change introduction
d) Peer pressure

Answer: a) Speed with which change occurs
Explanation: When change occurs too quickly, it may cause anxiety, fear, and resistance among employees who are unable to cope with the pace.

Q379. What is the likely response when change is introduced in an insensitive manner, forcing people to adopt it without proper

consideration?
a) Satisfaction with the status quo
b) Fear of failure
c) Insensitive manner of change introduction
d) Uncertainty

Answer: c) Insensitive manner of change introduction
Explanation: Forcing change upon people without considering their feelings or needs can result in significant resistance, as individuals may feel powerless and disrespected.

Q380. Which of the following resistance factors involves individuals being skeptical about the success of a change due to insufficient information?
a) Fear of failure
b) Lack of understanding and trust
c) Self-interest
d) Disruption of cultural traditions

Answer: b) Lack of understanding and trust
Explanation: Resistance often arises when employees don't fully understand the need for change or when they distrust the motives behind it, leading them to oppose it.

Q381. According to Kotter and Schlesinger, which approach involves forcing employees to accept change due to its essential nature for the survival of the organization?
a) Explicit and Implicit Coercion
b) Negotiation
c) Participation and Involvement
d) Education and Communication

Answer: a) Explicit and Implicit Coercion
Explanation: In cases where survival is at stake, change may be imposed, and management can use coercion (either explicit or implicit) to ensure acceptance.

Q382. Which of the following is NOT one of the reasons Kotter mentions for the failure of change processes in organizations?
a) Failing to build a substantial coalition
b) Not anchoring changes in the corporate culture
c) Failing to clearly communicate the vision
d) Over-communicating the vision

Answer: d) Over-communicating the vision
Explanation: Kotter identifies failure to communicate the vision clearly as a reason for failure, but not over-communicating it.

Q383. In Kotter and Schlesinger's model, which of the following approaches is useful when there is resistance due to a lack of understanding or awareness?
a) Explicit and Implicit Coercion
b) Education and Communication
c) Negotiation
d) Participation and Involvement

Answer: b) Education and Communication
Explanation: When resistance is based on a lack of understanding, providing education and communicating the reasons for change can help overcome the resistance.

Q384. Which of the following is a step in the process of Organizational Development (OD)?
a) Identifying the solution
b) Evaluating the solution
c) Recognizing the problem
d) Hiring external consultants

Answer: c) Recognizing the problem
Explanation: The first step in the OD process is recognizing that there is a problem that needs to be addressed.

Q385. According to Kotter, what is the impact of failing to build a substantial coalition when initiating change?
a) Change will be accepted more easily
b) Employees will resist the change more strongly
c) Short-term wins will be guaranteed
d) The change will be anchored in the corporate culture

Answer: b) Employees will resist the change more strongly
Explanation: Without a strong coalition, the change process may lack the support necessary to overcome resistance and drive the change effectively.

Q386. What step in the Organizational Development process involves analyzing the situation and understanding its root causes?
a) Planning and implementing the change
b) Diagnosing the situation
c) Selecting and 'owning' a solution
d) Evaluating the change

Answer: b) Diagnosing the situation
Explanation: Diagnosing the situation is the step where the organization assesses and identifies the causes and factors that need to be addressed.

Q387. Which of the following reasons for failure of the change process involves failure to remove barriers that hinder progress toward the vision?
a) Failing to build a substantial coalition
b) Permitting roadblocks against the vision
c) Declaring victory too soon
d) Not anchoring changes in the corporate culture

Answer: b) Permitting roadblocks against the vision
Explanation: If roadblocks are allowed to persist, they can prevent the vision from being realized and hinder the change process.

Q388. Which step in the Organizational Development process involves actively taking responsibility for the change solution?
a) Recognizing the problem
b) Selecting and 'owning' a solution
c) Evaluating the change
d) Diagnosing the situation

Answer: b) Selecting and 'owning' a solution
Explanation: This step involves choosing an appropriate solution and committing to implementing it, ensuring ownership of the change.

Q389. According to Kotter's reasons for failure, which of the following should be avoided to ensure the success of change initiatives?
a) Declaring victory too soon
b) Failing to communicate the vision
c) Understanding the need for a clear vision
d) Permitting roadblocks against the vision

Answer: a) Declaring victory too soon
Explanation: Declaring victory too soon can lead to complacency and prematurely stopping efforts before the change has truly taken hold.

Q390. Which of the following steps in Organizational Development involves assessing whether the implemented change was effective?
a) Diagnosing the situation
b) Evaluating the change
c) Planning and implementing the change
d) Identifying the problem

Answer: b) Evaluating the change
Explanation: Evaluating the change involves reviewing its effectiveness and whether the desired outcomes have been achieved.

Q391. What is the dictionary meaning of the word 'system'?
a) A set of independent entities functioning separately
b) A group of things or parts working together as a whole
c) A network of unrelated activities
d) A single entity operating autonomously

Answer: b) A group of things or parts working together as a whole
Explanation: A system is defined as a group of interconnected components working together to serve a common purpose.

Q392. According to Semprevivo (1982), a system can be defined as:
a) A set of unrelated components functioning independently
b) A group of systems operating under a single entity
c) A series of interrelated elements that perform some business activity or function
d) A loosely connected network of business operations

Answer: c) A series of interrelated elements that perform some business activity or function
Explanation: Semprevivo emphasizes the interrelated nature of system components that work together for a business activity or function.

Q393. In a system, a grouping of elements that includes some, but not all, of the elements is referred to as a:
a) Function
b) Subsystem
c) Process
d) Output

Answer: b) Subsystem
Explanation: A subsystem is a smaller group within a system that includes certain elements but not the entire system.

Q394. What is the relationship between systems and subsystems?
a) Systems and subsystems are entirely independent of each other
b) A subsystem is a larger part that governs the system
c) Any system can be part of a larger system and composed of subsystems
d) Subsystems do not contribute to the overall functionality of a system

Answer: c) Any system can be part of a larger system and composed of subsystems
Explanation: A system can contain smaller subsystems and itself be a component of a larger system.

Q395. According to Brophy (1986), a system can be described in terms of:
a) Inputs, processes, outputs, and controls
b) Outputs, feedback, operations, and maintenance
c) Inputs, maintenance, integration, and outcomes
d) Controls, operations, results, and goals

Answer: a) Inputs, processes, outputs, and controls
Explanation: Brophy describes a system as comprising these components that interact to serve a purpose.

Q396. What happens when there is a change in the functioning of one entity in a system?
a) It only affects the entity itself
b) It has no effect on the overall functioning of the system
c) It affects the effectiveness of other entities and the system as a whole
d) It enhances the independence of the other entities

Answer: c) It affects the effectiveness of other entities and the system as a whole
Explanation: Systems are interdependent; a change in one part impacts the entire system.

Q397. What is the primary purpose of a system?
a) To operate autonomously
b) To perform unrelated tasks independently
c) To integrate components for a common purpose
d) To create isolated subsystems

Answer: c) To integrate components for a common purpose
Explanation: A system is designed to bring components together to achieve a unified goal.

Q398. Which of the following best describes the term 'functional relationship' in a system?
a) Independence between components
b) The integration of entities to serve a purpose

c) The isolation of subsystems within a system
d) The relationship of a system with external elements

Answer: b) The integration of entities to serve a purpose
Explanation: Functional relationships connect system components to work together effectively toward a common purpose.

Q399. How can a system be reduced to its component parts?
a) Based on their geographic location
b) Based on their operational independence
c) Based on their functions
d) Based on their physical attributes

Answer: c) Based on their functions
Explanation: Systems are divided into their components by identifying the specific functions each part performs.

Q400. What is the primary characteristic of a subsystem?
a) It operates independently of the system
b) It has no impact on the larger system
c) It is a functional component of a larger system
d) It functions as the sole purpose of the system

Answer: c) It is a functional component of a larger system
Explanation: Subsystems are smaller functional units within a system, contributing to the overall purpose.

Murdick and Ross (1975) have identified different types of systems

System Type	Description	Examples
Conceptual Systems	Concerned with theoretical structures.	General Theory of Relativity, Economic Theory
Empirical Systems	Concrete operational systems made up of people, materials, machines, etc.	Manufacturing processes
Natural Systems	Systems found in nature.	Ecosystem, entire ecology of life
Man-made Systems	Systems created by humans for specific purposes.	Manufacturing system of a company
Social Systems	Systems comprising people and interpersonal or intergroup relationships.	Organizational culture, community networks
Man-machine Systems	Systems involving interaction between humans and machines.	Business and industry systems
Pure Machine Systems	Rare systems that are self-sufficient and have self-repairing capabilities.	Electrical power generating system
Open Systems	Systems that freely interact with their environment.	Organizations with dynamic exchange of information
Closed Systems	Systems that do not interact with their environment.	Sealed production units
Stationary Systems	Systems whose properties and	Manufacturing units

	operations do not vary with time.	producing similar items
Non-Stationary Systems	Systems that evolve or change with time.	R&D departments, innovation-focused projects
Reactive Systems	Systems that interact with their environment to improve their functioning and evolve.	Adaptive AI systems, customer-feedback-driven organizations
Non-Adaptive Systems	Systems that do not change in response to environmental factors.	Traditional bureaucratic institutions
Library System Example	All major activities in a library are subsystems of a larger information service system, which includes acquisitions, serials control, information retrieval, etc.	Providing library and information services

Q401. According to Hays and Becker, which of the following is NOT a subsystem of the library system?
a) Acquisitions
b) Cataloguing
c) Marketing
d) Circulation control

Answer: c) Marketing
Explanation: Hays and Becker identify acquisitions, serials control, circulation control, cataloguing, interlibrary loans, reference, and administration and planning as subsystems of a library.

Q402. What do Chapman and others exclude from their list of library subsystems?
a) Reference subsystem
b) Circulation control
c) Interlibrary loans
d) Serials control

Answer: c) Interlibrary loans
Explanation: Chapman and others exclude interlibrary loans, stating that it could be considered part of either circulation control or the reference subsystem.

Q403. Which of the following subsystems involves "analysis, representation, and organisation of requests"?
a) Acquisitions
b) Information storage and retrieval
c) Administration and planning
d) User services

Answer: b) Information storage and retrieval
Explanation: This subsystem processes and organizes information requests to retrieve appropriate data from the library's collection.

Q404. What binds the component parts of a library system into an integrated whole?
a) Common purpose of providing library and information services
b) Independence of individual components
c) Physical proximity of subsystems
d) Lack of interrelation among subsystems

Answer: a) Common purpose of providing library and information services
Explanation: The shared goal of offering library services integrates and interrelates the subsystems.

Q405. How does the functioning of the acquisitions subsystem affect the library system?
a) It is independent of other subsystems
b) It can impact the effectiveness of the user services subsystem
c) It only affects the cataloguing subsystem
d) It does not influence the overall library system

Answer: b) It can impact the effectiveness of the user services subsystem
Explanation: Subsystems in a library are interdependent; changes in one can affect others and the system as a whole.

Q406. What is the nature of a library as defined by Stuert and Eastlick (1981)?
a) A closed system independent of its environment
b) A static system with rigid boundaries
c) An open system interacting with its environment
d) An isolated system with no external interactions

Answer: c) An open system interacting with its environment
Explanation: A library interacts with its environment by acquiring inputs and providing outputs, making it an open system.

Q407. What does the concept of control in a library system refer to, as suggested by Kraft and Boyce (1991)?
a) Limiting access to library resources
b) Administration and management of the library
c) Isolating subsystems from one another
d) Restricting the dissemination of information

Answer: b) Administration and management of the library
Explanation: Control in the library system is exercised through effective administration and management.

Q408. How is a library described in terms of its operations, as mentioned by Brophy (1986)?
a) A static organisation with fixed interactions
b) A dynamic organisation with complex interactions
c) An isolated system with predetermined processes
d) A rigid system resistant to policy changes

Answer: b) A dynamic organisation with complex interactions
Explanation: Libraries are dynamic and responsive to changes, which can affect multiple areas of service.

Q409. What are the inputs in a library viewed as an information storage and retrieval system?
a) User requests and catalogues
b) Administration policies and reports
c) Documents, journals, and user needs
d) Outputs and feedback

Answer: c) Documents, journals, and user needs
Explanation: Inputs include materials like books and journals as well as the needs expressed by users.

Q410. Which of the following best represents the "output" in a library system?
a) Acquisition of new materials
b) Dissemination of information to clients
c) Cataloguing of books and journals
d) Administration of library policies

Answer: b) Dissemination of information to clients
Explanation: Outputs in a library system are the delivery of relevant information to users based on their needs.

Q411. Which of the following is NOT one of the three considerations for corrective measures in an evaluation report?
a) Goals
b) Unit cost
c) Cost factor
d) Staff performance

Answer: d) Staff performance
Explanation: The three considerations mentioned are goals, cost factor, and unit cost.

Q412. Why should the goals and objectives of a system be reviewed during corrective measures?
a) To reduce costs
b) To accommodate new and augmented requirements
c) To simplify the system structure
d) To decrease staff workload

Answer: b) To accommodate new and augmented requirements
Explanation: Goals and objectives need review to ensure the system meets updated requirements effectively.

Q413. What is a major financial consideration when establishing a new system?
a) Cost of new goals
b) Increased capital outlay and recurring expenditure
c) Reduced workload for staff
d) Simplified decision-making

Answer: b) Increased capital outlay and recurring expenditure
Explanation: New systems often require significant investment and recurring financial support, making cost a critical factor.

Q414. How is the economic feasibility of a projected system determined?
a) By studying the financial support needed for its establishment
b) By reviewing the workload of existing systems
c) By evaluating the environmental impact of the new system
d) By consulting external stakeholders

Answer: a) By studying the financial support needed for its establishment
Explanation: Economic feasibility involves assessing the costs required to implement the new system and its financial sustainability.

Q415. What comparison is made to justify the establishment of a new system?
a) User satisfaction levels of new and old systems
b) Time taken for system implementation
c) Unit cost of outputs from the existing and new systems
d) Staff engagement in both systems

Answer: c) Unit cost of outputs from the existing and new systems
Explanation: The unit cost of outputs is compared to determine if the new system is cost-effective.

Q416. What was the impact of the OCLC network on the cost of cataloguing a book in American libraries?
a) It reduced costs from $15 to $1.5.
b) It increased costs due to high initial investment.
c) It eliminated the need for cataloguing altogether.
d) It had no significant impact on costs.

Answer: a) It reduced costs from $15 to $1.5.
Explanation: The OCLC network significantly reduced the cost of cataloguing, making it more attractive for libraries to join.

Q417. What does the term "unit cost" refer to in the context of a new system?
a) The cost of hiring a single staff member
b) The cost of producing one unit of output
c) The total investment needed for a new system
d) The cost of maintaining an existing system

Answer: b) The cost of producing one unit of output
Explanation: Unit cost refers to the estimated cost of producing a single output in the new system, compared to the existing system.

Q418. Why did more American libraries participate in the OCLC network?
a) It provided advanced features.
b) It simplified cataloguing processes.
c) It reduced the unit cost of cataloguing significantly.
d) It offered free training sessions for staff.

Answer: c) It reduced the unit cost of cataloguing significantly.
Explanation: The significant cost reduction in cataloguing through the OCLC network encouraged more libraries to join.

Q419. What is the importance of studying the cost factor in establishing a new system?
a) It helps identify technical challenges.
b) It ensures the system is technologically feasible.
c) It aids in determining the financial viability of the system.
d) It improves user satisfaction with the system.

Answer: c) It aids in determining the financial viability of the system.
Explanation: Assessing the cost factor helps ensure the system is economically sustainable.

Q420. What is a key parameter in decision-making when designing a new system?
a) Staff workload reduction
b) Environmental benefits
c) Unit cost comparison
d) Stakeholder opinions

Answer: c) Unit cost comparison
Explanation: Comparing the unit cost of outputs from the existing and projected systems is crucial for decision-making.

Q421. Who are the authors of the book *Information System: Theory and Practice*?
a) Edward A. Chapman and Felix R. Starter
b) John G. Burch and Felix R. Starter
c) Alan Dennis and Barbara Haley Wixom
d) Jeffrey A. Hoffer and Joey F. George

Answer: b) John G. Burch and Felix R. Starter
Explanation: The book was authored by John G. Burch and Felix R. Starter and published in 1974.

Q422. The book *Library Systems Analysis Guidelines* was published in which year?
a) 1974
b) 1975
c) 1970
d) 1982

Answer: c) 1970
Explanation: Edward A. Chapman and others authored *Library Systems Analysis Guidelines* in 1970.

Q423. Which book by Dennis and Wixom focuses on systems analysis design?
a) *Library Management*
b) *Modem Systems Analysis and Design*
c) *Systems Analysis Design*
d) *Essentials of Systems Analysis and Design*

Answer: c) *Systems Analysis Design*
Explanation: The second edition of *Systems Analysis Design* by Alan Dennis and Barbara Haley Wixom was published in 2002.

Q424. What is the title of the book authored by Kraft and Boyce that discusses operations research for libraries?
a) *Library Management*
b) *Operations Research for Libraries and Information Agencies*
c) *Modern Systems Analysis and Design*
d) *Systems Analysis and Design*

Answer: b) *Operations Research for Libraries and Information Agencies*
Explanation: This book provides techniques for evaluating management decision alternatives and was published in 1991.

Q425. The 6th edition of *Systems Analysis and Design* was authored by whom?
a) Narayana, G.I.
b) Kendall, Kenneth E. and Kendall, Julie E.
c) Semprevivo, Philip C.
d) Valacich, Joseph S.

Answer: b) Kendall, Kenneth E. and Kendall, Julie E.
Explanation: The Kendalls authored the 6th edition of this book in 2004.

Q426. Which publisher released *Library Management* by Stueart and Eastlick?
a) Wiley Interscience
b) Prentice Hall
c) Libraries Unlimited
d) Science Research Associates

Answer: c) Libraries Unlimited
Explanation: The second edition of *Library Management* by R.D. Stueart and J.T. Eastlick was published by Libraries Unlimited in 1981.

Q427. Who authored the book *Library and Information Management*?
a) Alan Dennis
b) G.I. Narayana
c) Donald H. Kraft
d) Edward A. Chapman

Answer: b) G.I. Narayana
Explanation: *Library and Information Management* was authored by G.I. Narayana in 1991.

Q428. What is the focus of *Systems Analysis: Definitions, Process and Design* by Semprevivo?
a) Decision-making techniques
b) Interlibrary loan management
c) System definitions, processes, and design
d) Digital resource management

Answer: c) System definitions, processes, and design
Explanation: The book by Philip C. Semprevivo, published in 1982, focuses on these key aspects of systems analysis.

Q429. The book *Essentials of Systems Analysis and Design* was co-authored by which of the following?
a) Jeffrey A. Hoffer, Joey E. George, and Joseph S. Valacich
b) Kenneth E. Kendall and Julie E. Kendall
c) Alan Dennis and Barbara Haley Wixom
d) R.G. Murdick and J.E. Ross

Answer: a) Jeffrey A. Hoffer, Joey E. George, and Joseph S. Valacich
Explanation: This book's second edition was released in 2003 by these authors.

Q430. Which book is authored by Murdick and Ross?
a) *Library Systems Analysis Guidelines*
b) *Information Systems for Modern Management*
c) *Modern Systems Analysis and Design*
d) *Operations Research for Libraries*

Answer: b) *Information Systems for Modern Management*
Explanation: The second edition of this book was authored by R.G. Murdick and J.E. Ross in 1975.

UNIT6

WORKFLOW AND ORGANISATION ROUTINE

Q431. Who originated the concept of time study?
a) Frank Gilbreth
b) Lillian Gilbreth
c) Frederick W. Taylor
d) Henry Gantt

Answer: c) Frederick W. Taylor
Explanation: Time study was developed by Frederick W. Taylor for establishing time standards and piece rates.

Q432. What was the primary purpose of motion study as defined by Frank and Lillian Gilbreth?
a) Establishing time standards
b) Eliminating unnecessary motions and improving work methods
c) Designing new equipment
d) Measuring fatigue in workers

Answer: b) Eliminating unnecessary motions and improving work methods
Explanation: Motion study focuses on analyzing and improving work methods by eliminating unnecessary motions.

Q433. Which of the following is NOT a category of tools and techniques used in motion study?
a) Process Analysis
b) Equipment Utilisation
c) Operation Analysis
d) Cost-Benefit Analysis

Answer: d) Cost-Benefit Analysis
Explanation: The tools of motion study are divided into Process Analysis, Equipment Utilisation, and Operation Analysis, but not Cost-Benefit Analysis.

Q434. What is the objective of motion study in libraries and information centres?
a) To reduce the number of employees
b) To achieve maximum efficiency with minimum fatigue
c) To redesign library spaces
d) To automate library services

Answer: b) To achieve maximum efficiency with minimum fatigue
Explanation: Motion study aims to optimize work methods for higher efficiency and reduced fatigue.

Q435. Before undertaking a motion study, which factor is NOT typically considered during the preliminary analysis?
a) How much is likely to be saved
b) The cost of the investigation
c) The tools available for the study
d) The time the investigation will take

Answer: c) The tools available for the study
Explanation: Preliminary analysis focuses on savings, costs, and time required, not the availability of tools.

Q436. What is the purpose of time study (also referred to as Work Measurement)?
a) To reduce the number of workers
b) To determine the time required by a qualified person to perform a specific task
c) To calculate the salary of workers
d) To analyze employee satisfaction

Answer: b) To determine the time required by a qualified person to perform a specific task
Explanation: Time study aims to determine the standard time required for a qualified person to complete a specific job or operation.

Q437. What is the term used for the adjusted time after considering factors like personal time, fatigue, and delay?
a) Stopwatch time
b) Normal time
c) Standard time
d) Element time

Answer: c) Standard time
Explanation: The standard time is the total time, including allowances for personal time, fatigue, and delay, after the normal time is adjusted.

Q438. Which of the following is NOT a technique of work analysis mentioned in the text?
a) Block diagram
b) Flow process chart
c) Decision flow chart
d) Salary computation chart

Answer: d) Salary computation chart
Explanation: The techniques mentioned include block diagram, flow diagram, flow process chart, decision flow chart, operations analysis, form analysis, and man-machine charts, but not salary computation chart.

Q439. How is the normal time in time study adjusted?
a) By adjusting for work environment conditions
b) By adding allowances for personal time, fatigue, and delay
c) By evaluating the speed of the operator through an external factor
d) By calculating the total number of hours worked

Answer: b) By adding allowances for personal time, fatigue, and delay
Explanation: The normal time is adjusted by adding allowances to account for personal time, fatigue, and delay.

Q440. What is the primary tool used in time study to measure the time for each element of an operation?
a) Stopwatch
b) Timer
c) Calculator
d) Flow chart

Answer: a) Stopwatch
Explanation: A stopwatch is used to time each element of the operation in time study.

Q441. What is the primary purpose of a block diagram?
a) To show the hierarchical structure of an organization
b) To represent the series of operations, processes, or sub-processes in a system
c) To depict the flow of money within an organization
d) To identify the management personnel in a company

Answer: b) To represent the series of operations, processes, or sub-processes in a system
Explanation: A block diagram graphically represents the operations, processes, or sub-processes that comprise a system, focusing on their interconnections and workflow.

Q442. How does a block diagram differ from an organizational chart?
a) A block diagram includes external elements such as users and vendors, while an organizational chart focuses only on the internal structure.
b) A block diagram focuses on financial aspects, while an organizational chart focuses on operations.
c) A block diagram shows a static view of the organization, while an organizational chart shows dynamic relationships.
d) A block diagram is a larger-scale version of an organizational chart.

Answer: a) A block diagram includes external elements such as users and vendors, while an organizational chart focuses only on the internal structure.
Explanation: Block diagrams represent both internal and external elements involved in a system, while organizational charts focus on the internal structure and lines of authority.

Q443. What is the main function of a flow diagram?
a) To depict the costs of a project
b) To provide a visual representation of work areas and personnel/material movement
c) To create organizational hierarchy
d) To show the final output of a system

Answer: b) To provide a visual representation of work areas and personnel/material movement
Explanation: Flow diagrams visually represent the movement of personnel and materials within a work area, helping to identify inefficient or undesirable flows.

Q444. What is the best way to represent a flow diagram?
a) A text-based report of operations
b) A scale drawing of the work unit or activity with lines showing movement
c) A pie chart of personnel distribution
d) A table of movement statistics

Answer: b) A scale drawing of the work unit or activity with lines showing movement
Explanation: Flow diagrams are best represented by a scale drawing showing all activities and the movement of personnel or products, making it easier to visualize the process.

Q445. What aspect does a flow diagram help improve in a work environment?
a) Employee satisfaction
b) Workstation design
c) Efficiency by eliminating or minimizing undesirable traffic flows
d) Budget allocation

Answer: c) Efficiency by eliminating or minimizing undesirable traffic flows
Explanation: Flow diagrams help optimize efficiency by identifying and minimizing undesirable movements of personnel or products within a work area.

Q446. What is the primary purpose of a flow process chart?
a) To represent the financial status of a project
b) To track the movements and time required for each operation in a job
c) To show the hierarchical structure of an organization
d) To define the goals and objectives of an organization

Answer: b) To track the movements and time required for each operation in a job
Explanation: A flow process chart helps to visualize the work involved in a job, including the movement between workstations, the distance traveled, and the time required for each operation.

Q447. What is the first step in creating a flow process chart?
a) Assign symbols to each operation
b) Identify the purpose of the process being charted
c) Define the roles of individuals involved
d) Collect data on the time taken for each step

Answer: b) Identify the purpose of the process being charted
Explanation: The first step is to critically examine the process or problem being charted, focusing on its purpose, the functions it will carry out, and the expected outcomes.

Q448. Which of the following symbols represents the storage of an item in a flow process chart?
a) 0 - Operation
b) c=> - Transportation
c) V - Storage
d) D - Delay

Answer: c) V - Storage
Explanation: The symbol "V" represents storage, indicating the permanent storage of an item, usually for an indefinite duration.

Q449. Who invented the original sign language for the flow process chart?
a) Frank Gilbreth
b) Joseph Lister
c) Henry Ford
d) Peter Drucker

Answer: a) Frank Gilbreth
Explanation: Frank Gilbreth invented the original sign language to visualize the steps in a flow process chart, which has since been simplified to five basic symbols.

Q450. What does the symbol Arrow **represent in a flow process chart?**
a) Operation
b) Delay

c) Inspection
d) Transportation

Answer: d) Transportation
Explanation: The symbol Arrow represents transportation, indicating the change in location of a person or process from one place to another.

Q451. What should be included in the heading of a flow process chart form?
a) Detailed job description
b) Date and name of the person preparing the chart
c) Financial cost analysis of the process
d) Goals of the process

Answer: b) Date and name of the person preparing the chart
Explanation: The heading of a flow process chart form should include who or what is charted, the starting and finishing point of the chart, the name of the person preparing the chart, a tabular summary for comparison, and the date on which the process is charted.

Q452. When preparing a flow process chart, what should be ensured?
a) Only the most important steps are charted
b) The chart represents the idealized version of the process
c) Each step in the process is charted, even unimportant ones
d) The chart focuses only on the delays and inspections

Answer: c) Each step in the process is charted, even unimportant ones
Explanation: Every step in the process should be charted, even if it seems unimportant, to ensure the chart accurately reflects the entire process as it is performed.

Q453. What is the purpose of the summary block in a flow process chart?
a) To list the tasks involved in the process
b) To compare the present and proposed method
c) To describe the roles of each person involved
d) To outline the cost of each operation

Answer: b) To compare the present and proposed method
Explanation: The summary block is used to compare the present method of performing the task with the proposed method, helping to identify areas for improvement.

Q454. What distinguishes a decision flow chart from a flow process chart?
a) A decision flow chart is used for simple routine tasks
b) A flow process chart includes only transportation symbols
c) A decision flow chart is used for analyzing complicated work flows with multiple decisions
d) A decision flow chart tracks the movement of materials

Answer: c) A decision flow chart is used for analyzing complicated work flows with multiple decisions
Explanation: A decision flow chart is used for complex processes that require multiple decisions, especially in computer programming, whereas a flow process chart is for routine tasks.

Q455. What is the primary use of a decision flow chart in computer applications?
a) To track the movement of personnel in a work area
b) To outline a simplified work process
c) To prepare detailed instructions before creating a computer program
d) To compare current and proposed methods of work

Answer: c) To prepare detailed instructions before creating a computer program
Explanation: Decision flow charts are used to analyze and represent workflows involving multiple decisions, often as a preliminary step before creating computer programs.

Q456. What is the purpose of the rectangular boxes in a decision flow chart?
a) To represent the beginning or end of the flow chart
b) To describe decisions resulting in alternating sequences
c) To contain statements about the process to be performed at each step
d) To show the direction of flow from one process to another

Answer: c) To contain statements about the process to be performed at each step
Explanation: Rectangular boxes are used to describe the operations to be performed at each step in the process.

Q457. Which symbol in a decision flow chart is used to represent decisions resulting in a choice among alternating sequences of operations?
a) Rectangular box
b) Diamond-shaped box
c) Circle (remote connector)
d) Flat oval

Answer: b) Diamond-shaped box
Explanation: Diamond-shaped boxes in a decision flow chart represent decisions, where a choice is made among different possible sequences of operations.

Q458. What do lines and arrows in a decision flow chart represent?
a) The operations performed at each step
b) The direction of flow from one process to another
c) The start or end of the flow chart
d) Remote connections to other parts of the process

Answer: b) The direction of flow from one process to another
Explanation: Lines and arrows indicate the direction of flow from one process or operation to another, typically from top to bottom or left to right.

Q459. What is the purpose of the circles (remote connectors) in a decision flow chart?
a) To represent terminal points of the flow chart
b) To show the direction of flow
c) To indicate operations to be performed
d) To tie the flow from one box to another box located at a remote place

Answer: d) To tie the flow from one box to another box located at a remote place
Explanation: Circles, called remote connectors, are used to link flow from one box to another box located elsewhere, such as on a different page.

Q460. Which symbol in a decision flow chart indicates the beginning or end of the flow chart?
a) Rectangular box
b) Diamond-shaped box
c) Line and arrow
d) Flat oval

Answer: d) Flat oval
Explanation: A flat oval indicates the terminal points of the flow chart, marking either the beginning or the end of the process.

Q461. What is the focus of operations analysis?
a) Studying the emotional responses of workers
b) Arranging tasks in order of importance
c) Studying the motion of hands, eyes, and feet during an activity
d) Designing new workspaces for maximum comfort

Answer: c) Studying the motion of hands, eyes, and feet during an activity
Explanation: Operations analysis focuses on the movement of an individual's hands, eyes, and feet while performing a repetitive activity in one location, aiming to improve efficiency.

Q462. Which tool is most commonly used in operations analysis?
a) Decision flow chart

b) Operations chart (left hand-right hand chart)
c) Block diagram
d) Work measurement form

Answer: b) Operations chart (left hand-right hand chart)
Explanation: The operations chart, also known as a left hand-right hand chart, is used in operations analysis to study the movements of an individual performing a task.

Q463. What is the primary objective of operations analysis in a library setting?
a) To minimize the number of employees
b) To reduce the repetition of tasks
c) To improve the arrangement and sequence of tasks
d) To introduce new technology into operations

Answer: c) To improve the arrangement and sequence of tasks
Explanation: In libraries, operations analysis helps optimize the work area and sequence of tasks, reducing unnecessary movements and improving efficiency.

Q464. How is an operations chart prepared for an individual's activity?
a) By charting the movement of the individual's eyes only
b) By charting one hand's movement first, followed by the second hand
c) By recording each step of the task separately without considering body movement
d) By using a flow process chart to represent the entire process

Answer: b) By charting one hand's movement first, followed by the second hand
Explanation: In operations analysis, the movements of both hands are charted separately first, and then the simultaneous actions are lined up horizontally on the chart.

Q465. What is one of the main benefits of using operations charts in a library?
a) They help in improving the speed of operations
b) They eliminate the need for training workers
c) They help to eliminate unnecessary operations and reduce waste motions
d) They replace the need for time and motion studies

Answer: c) They help to eliminate unnecessary operations and reduce waste motions
Explanation: Operations charts are used to identify and eliminate unnecessary movements, improving efficiency by reducing wasted motions in tasks like filing, sorting, and charging books.

Q466. What is the primary purpose of a multiple activity or gang chart?
a) To monitor the work hours of individuals
b) To study the processes involving multiple persons or products
c) To calculate the cost of library operations
d) To organize individual tasks in a sequence

Answer: b) To study the processes involving multiple persons or products
Explanation: A multiple activity or gang chart is designed to analyze tasks requiring teamwork or simultaneous actions by multiple individuals or items.

Q467. Which of the following library activities is most suitable for a multiple activity chart?
a) Cataloging library books
b) Stock-taking by teams
c) Filing overdue charge cards
d) Conducting a user survey

Answer: b) Stock-taking by teams
Explanation: Stock-taking, which involves teams working together, is a typical example of a task that can be studied using a multiple activity chart.

Q468. What tool is used to record and analyze minute details of motion in micromotion studies?
a) Stopwatch and notepad

b) Motion picture camera and clock
c) Digital charting software
d) Gang chart and timer

Answer: b) Motion picture camera and clock
Explanation: Micromotion studies use a motion picture camera and a clock to record and analyze activities in minute detail.

Q469. Why are micromotion studies less popular in library situations?
a) They lack accuracy
b) They are uneconomical and less practical than other techniques
c) They require advanced equipment unavailable in libraries
d) They focus only on group activities

Answer: b) They are uneconomical and less practical than other techniques
Explanation: While micromotion studies provide detailed insights, they are often costly and impractical for libraries compared to operations analysis or flow process charts.

Q470. In which scenario is a micromotion study most likely to be beneficial?
a) Alphabetizing overdue charge cards
b) Recording fine payments
c) Analyzing repetitive high-speed movements in a technical service unit
d) Creating book displays in the library

Answer: c) Analyzing repetitive high-speed movements in a technical service unit
Explanation: Micromotion studies are effective in analyzing highly repetitive and precise movements, though they are less commonly applied in library settings.

Q471. Which book focuses on management principles for future leaders?
a) *Scientific Management of Library Operations*
b) *Management: Principles and Practices for Tomorrow's Leaders*
c) *Systems Thinking in Library and Information Management*
d) *Management Techniques for Librarians*

Answer: b) *Management: Principles and Practices for Tomorrow's Leaders*
Explanation: This book by Dessler and Gray (2003) emphasizes management principles tailored for future leaders.

Q472. Who authored *Scientific Management of Library Operations*?
a) Ein-Dor P. and Jones, Carl R.
b) Dougherty, R.M. and Heinritz, P.J.
c) Evans, G. Edward and Ward, Patricia L.
d) Robbins, Stephen P. and Coulver, Mary

Answer: b) Dougherty, R.M. and Heinritz, P.J.
Explanation: This book by Dougherty and Heinritz (1983) explores the application of scientific management in library operations.

Q473. What is the primary focus of the book *Information System Management: Analytical Tool and Techniques*?
a) Library management
b) System analysis for libraries
c) Management of information systems
d) Scientific management of operations

Answer: c) Management of information systems
Explanation: The book by Ein-Dor P. and Jones (1985) focuses on tools and techniques for managing information systems.

Q474. Which book is co-authored by G. Edward Evans and Patricia L. Ward?
a) *Management Techniques for Librarians*
b) *Beyond the Basics: The Management Guide for Library and Information Professionals*
c) *Systems Analysis for Librarians and Information Professionals*
d) *Systems Thinking in Library and Information Management*

Answer: b) *Beyond the Basics: The Management Guide for Library and Information Professionals*

Explanation: Evans and Ward co-authored this guide to provide advanced management insights for library and information professionals.

Q475. Which of the following books deals with systems analysis in libraries?
a) *Scientific Management of Library Operations*
b) *Systems Analysis for Librarians and Information Professionals*
c) *Management Techniques for Librarians*
d) *Information System Management: Analytical Tool and Techniques*

Answer: b) *Systems Analysis for Librarians and Information Professionals*
Explanation: Osborne and Nakamura (2004) wrote this book to guide systems analysis in library settings.

Q476. Which book is authored by Stephen P. Robbins and Mary Coulver?
a) *Management Techniques for Librarians*
b) *Management: Principles and Practices for Tomorrow's Leaders*
c) *Management*
d) *Systems Thinking in Library and Information Management*

Answer: c) *Management*
Explanation: The 8th edition of this book by Robbins and Coulver (2004) discusses fundamental management principles.

Q477. Who is the author of *Systems Thinking in Library and Information Management*?
a) D. Smith
b) Larry N. Osborne
c) G. Edward Evans
d) Carl R. Jones

Answer: a) D. Smith
Explanation: D. Smith authored this book in 1980, focusing on systems thinking in library and information management contexts.

UNIT 7

MONITORING AND CONTROL TECHNIQUES

Q478. During which period was operations research (OR) first developed?
a) 1914-1918
b) 1939-1945
c) 1950-1955
d) 1965-1970

Answer: b) 1939-1945
Explanation: Operations research was developed during World War II (1939-1945) as an aid to military decision-making.

Q479. What is the primary goal of operations research (OR)?
a) Increasing profits
b) Research on customer satisfaction
c) Scientific decision-making in organized systems
d) Enhancing marketing strategies

Answer: c) Scientific decision-making in organized systems
Explanation: OR applies a scientific approach to decision-making related to the operations of an organized system.

Q480. Which of the following is NOT a typical phase of an OR study?
a) Formulating the problem
b) Deriving a solution
c) Conducting customer interviews
d) Testing the model

Answer: c) Conducting customer interviews
Explanation: Customer interviews are not part of the standard phases of OR studies.

Q481. What is the first step in an OR study?
a) Testing the model
b) Constructing a mathematical model

c) Formulating the problem
d) Implementing the solution

Answer: c) Formulating the problem
Explanation: The first phase in an OR study is identifying and formulating the problem.

Q482. What does constructing a mathematical model in OR involve?
a) Simulating a solution using data
b) Representing the system under study mathematically
c) Comparing different organizational models
d) Testing new management methods

Answer: b) Representing the system under study mathematically
Explanation: The construction of a mathematical model is aimed at representing the real-world system being studied.

Q483. What is the purpose of establishing controls over the solution in OR?
a) To ensure that the solution performs as expected in practice
b) To modify the solution frequently
c) To discard the mathematical model
d) To simplify the implementation process

Answer: a) To ensure that the solution performs as expected in practice
Explanation: Controls are necessary to monitor the implementation and effectiveness of the solution.

Q484. What is the final phase of an OR study?
a) Constructing a mathematical model
b) Testing the solution
c) Implementation of the solution
d) Establishing controls

Answer: c) Implementation of the solution
Explanation: The final phase involves putting the solution into practice to address the identified problem.

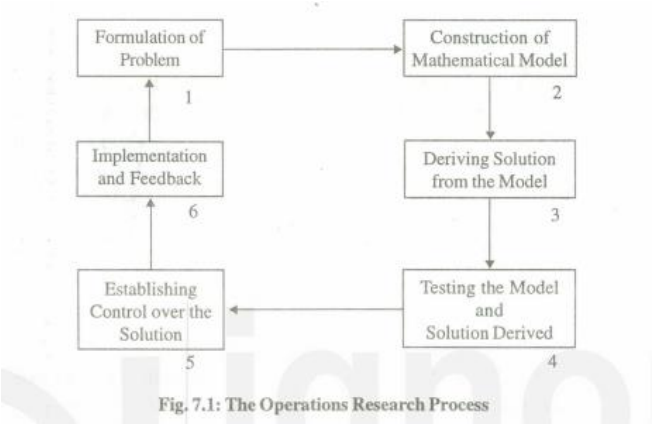


Fig. 7.1: The Operations Research Process

Q485. What is the primary purpose of presenting information in an MIS?
a) Generating sales leads
b) Assisting in decision-making
c) Maintaining customer relationships
d) Storing historical data

Answer: b) Assisting in decision-making
Explanation: MIS outputs, such as reports and documents, are designed to aid management in making informed decisions.

Q486. Which type of reports does an MIS typically provide?
a) Detailed scientific research reports
b) Quantitative and subjective reports
c) Social media analytics reports
d) Marketing campaign reports

Answer: b) Quantitative and subjective reports
Explanation: MIS reports can be quantitative or subjective, often accompanied by interpretation to support decision-making.

Q487. What additional elements may MIS reports include to aid decision-making?
a) Code snippets
b) Interpretation/narration and decisions
c) Extensive financial data
d) Complex algorithms

Answer: b) Interpretation/narration and decisions
Explanation: MIS reports sometimes include interpretation or recommendations to guide management decisions.

Q488. Which skill is NOT essential for an MIS manager?
a) Knowledge of organizational objectives
b) Proficiency in data communication techniques
c) Relationship with subordinates
d) Expertise in coding

Answer: d) Expertise in coding
Explanation: While coding expertise can be beneficial, it is not a primary skill required for an MIS manager.

Q489. Why is the ability to communicate effectively important for an MIS manager?
a) To develop software applications
b) To maintain relationships with customers
c) To convey complex information clearly to stakeholders
d) To generate profit for the organization

Answer: c) To convey complex information clearly to stakeholders
Explanation: Effective communication ensures that MIS outputs are understood and utilized by management and staff.

Q490. How does a relationship with top management benefit an MIS manager?
a) It secures additional funding for the MIS system.
b) It allows the MIS manager to better align outputs with organizational goals.
c) It eliminates the need for subordinates.
d) It prioritizes the development of software.

Answer: b) It allows the MIS manager to better align outputs with organizational goals.
Explanation: Close collaboration with top management ensures that the MIS supports the organization's objectives effectively.

Q491. What knowledge is essential for an MIS manager to design or evaluate a system?
a) Advanced mathematics
b) Organizational behavior
c) Information processing and data communication techniques
d) Marketing strategies

Answer: c) Information processing and data communication techniques
Explanation: These technical skills are critical for designing and judging the efficiency of the MIS.

Q492. What is the role of a brief explanation or graph in an MIS report?
a) To create visual appeal
b) To simplify complex data for quick understanding
c) To replace textual information entirely
d) To lengthen the report

Answer: b) To simplify complex data for quick understanding
Explanation: Visual elements like graphs and concise explanations make MIS reports more accessible and actionable.

Q493. What is the primary principle of Management by Objectives (MBO)?
a) Assigning random goals to employees
b) Setting specific, measurable goals mutually agreed upon by a manager and their superior
c) Encouraging teamwork without individual accountability
d) Avoiding written documentation of objectives

Answer: b) Setting specific, measurable goals mutually agreed upon by a manager and their superior
Explanation: MBO focuses on mutual agreements between a manager and their superior to set measurable goals within a defined time frame.

Q494. What is a written record in the MBO process used for?
a) Tracking mutual agreements on objectives
b) Avoiding legal disputes

c) Providing detailed team reports
d) Promoting creative freedom

Answer: a) Tracking mutual agreements on objectives
Explanation: A written record ensures clarity and accountability for the objectives set during the MBO process.

Q495. What is one limitation of MBO in organizational settings?
a) It is too flexible for structured environments.
b) It disregards the importance of individual accountability.
c) It can lead to rigidity in management thinking and actions.
d) It eliminates the need for measurable goals.

Answer: c) It can lead to rigidity in management thinking and actions.
Explanation: MBO may restrict flexibility in management, making it overly rigid in thought and action.

Q496. Why might MBO demotivate employees?
a) It involves too much creative freedom.
b) It focuses on team performance rather than individual leaders.
c) It can be applied ruthlessly, upsetting the organizational balance.
d) It discourages the use of written objectives.

Answer: c) It can be applied ruthlessly, upsetting the organizational balance.
Explanation: When implemented too rigidly, MBO can demotivate employees and disrupt organizational harmony.

Q497. How does MBO conflict with the preferred working style of librarians?
a) Librarians prefer individual roles over team collaboration.
b) Librarians typically enjoy rigid management structures.
c) Librarians prefer teamwork, while MBO emphasizes the individual leader.
d) Librarians dislike measurable objectives.

Answer: c) Librarians prefer teamwork, while MBO emphasizes the individual leader.
Explanation: MBO's focus on individual leadership can conflict with librarians' preference for collaborative work environments.

Q498. What is a critical requirement for introducing MBO effectively?
a) Hiring external consultants for every phase of MBO
b) Training middle or lower-level management to handle new planning concepts
c) Avoiding written agreements to ensure flexibility
d) Eliminating teamwork in favor of individual objectives

Answer: b) Training middle or lower-level management to handle new planning concepts
Explanation: Trained personnel are essential for successfully implementing MBO in an organization.

Q499. Which of the following is NOT a limitation of MBO?
a) The need for trained advisers
b) Potential rigidity in thinking and action
c) Overemphasis on teamwork
d) Risk of demotivating employees

Answer: c) Overemphasis on teamwork
Explanation: MBO focuses more on individual goals and leadership, often at the expense of teamwork, making "overemphasis on teamwork" incorrect.

Q500. What is the overarching limitation of MBO?
a) Lack of support from upper management
b) Difficulty in setting measurable goals
c) Dependence on trained and tested advisers for

implementation
d) Focus on short-term objectives over long-term goals

Answer: c) Dependence on trained and tested advisers for implementation
Explanation: Introducing new planning concepts through MBO requires well-trained advisers, which is its most significant limitation.

Q501. What is the primary purpose of network analysis in libraries and information centers?
a) To create a hierarchy of library staff
b) To plan and monitor projects efficiently
c) To classify books in a logical order
d) To manage library budgets

Answer: b) To plan and monitor projects efficiently
Explanation: Network analysis focuses on breaking down projects into tasks, planning their sequence, and monitoring progress to ensure timely and efficient completion.

Q502. Which of the following does a network diagram visually represent?
a) Hierarchies in organizational management
b) Relationships between activities in a project
c) Daily work schedules of library staff
d) Financial allocation for library projects

Answer: b) Relationships between activities in a project
Explanation: A network diagram provides a visual representation of the logical sequence and relationships among all activities in a project.

Q503. Which of the following is NOT a listed technique of network analysis?
a) Program Evaluation Review Technique (PERT)
b) Manpower Allocation Resource (MAP)
c) Graphical Evaluation Review Technique (GERT)
d) Dewey Decimal Classification (DDC)

Answer: d) Dewey Decimal Classification (DDC)
Explanation: DDC is a system for organizing books, not a technique of network analysis.

Q504. How does network analysis assist in project management?
a) By automating routine library tasks
b) By ensuring project completion within minimal time and resources
c) By eliminating the need for a detailed project plan
d) By promoting individual work over teamwork

Answer: b) By ensuring project completion within minimal time and resources
Explanation: Network analysis aids in efficient project completion by optimizing time and resources.

Q505. What is the full form of PERT in the context of network analysis?
a) Project Evaluation and Resource Tracking
b) Program Evaluation Review Technique
c) Process Efficiency Review Test
d) Performance Evaluation Resource Tool

Answer: b) Program Evaluation Review Technique
Explanation: PERT stands for Program Evaluation Review Technique, a method used in network analysis.

Q506. What is the significance of arranging project tasks in a logical sequence?
a) To eliminate unnecessary tasks
b) To ensure all tasks are completed simultaneously
c) To decide the priority and dependencies of tasks
d) To focus only on cost reduction

Answer: c) To decide the priority and dependencies of tasks
Explanation: Logical sequencing helps identify tasks that can be performed simultaneously and those that must follow a specific order.

Q507. What does the acronym CPM stand for in network analysis?
a) Comprehensive Project Model
b) Critical Path Method
c) Cost Projection Mechanism
d) Control Planning Management

Answer: b) Critical Path Method
Explanation: CPM stands for Critical Path Method, a key technique in network analysis.

Q508. Which technique in network analysis focuses on manpower allocation?
a) PERT
b) MAP
c) GERT
d) PCS

Answer: b) MAP
Explanation: MAP stands for Manpower Allocation Resource, which deals with resource allocation in network analysis.

Q509. What is the primary objective of GERT in network analysis?
a) To evaluate and review projects graphically
b) To allocate resources dynamically
c) To reduce overall project costs
d) To manage library circulation systems

Answer: a) To evaluate and review projects graphically
Explanation: GERT stands for Graphical Evaluation Review Technique, which visually evaluates project plans.

Q510. Which feature of network analysis ensures the economic accomplishment of projects?
a) Elimination of reporting
b) Unstructured resource allocation
c) Coordinated planning and decision-making
d) Strict adherence to hierarchical workflows

Answer: c) Coordinated planning and decision-making
Explanation: Network analysis coordinates planning and decision-making to achieve project goals economically.

PERT and CPM techniques

Component	Description	Example/Details
PERT (Program Evaluation and Review Technique)	A planning device developed in 1958 by the U.S. Navy. Focuses on the timing of each step to achieve a goal.	Used in libraries for long-term projects like building a new facility or planning elaborate service projects.
CPM (Critical Path Method)	A related technique developed by DuPont to plot activities against time for achieving an objective.	Identifies the critical path, essential for timely project completion.
Network	A graphic plan showing all activities and events required to reach a project goal, including dependencies and inter-relationships.	Includes events (specific points in time) and activities (tasks consuming time and resources).
Event	A specific moment marking the start or end of an activity, consuming	Represented by a circle; the event number is written within the circle.

	neither time nor resources.	
Activity	Tasks or job operations lying between two events, consuming time and resources.	Represented by an arrow, with direction indicating sequence, name (e.g., A, B, C) marked below, and time to accomplish marked above.
Critical Activities	Activities where delays impact the project completion time.	Marked with thick arrows; earliest start time + duration = latest finish time.
Non-Critical Activities	Activities with slack time, allowing for delays without affecting the project completion.	Activities with float or slack time.
Dummy Activities	Activities that connect events starting at the same time, represented by dotted arrows.	Consume no time and may be critical or non-critical.
Critical Path	The sequence of critical activities determining the total project duration.	Longest path, consuming maximum time and resources; has zero float. A delay in any critical activity
		delays the entire project.

Project timing terms and calculations in PERT/CPM:

Term	Definition	Formula/Details
Duration	Estimated or actual time required to complete a task or an activity.	-
Total Project Time	Time required to complete a project, determined from the duration of the critical path.	Sum of durations of all critical activities
Earliest Start Time (EST)	Earliest possible time at which an activity can start, calculated by moving forward in a network diagram.	-
Earliest Finish Time (EFT)	Earliest possible time at which an activity can finish.	**EFT = EST + Duration**
Latest Finish Time (LFT)	Latest possible time an activity can finish, calculated by moving backward in a	LFT = Last event time of the head event

	network diagram.	
Latest Start Time (LST)	Latest possible time an activity can start.	**LST = LFT - Duration**

UNIT 8

PERFORMANCE MEASUREMENT AND EVALUATION TECHNIQUES

Q521. What is the primary purpose of performance measures in an organization?
a) To evaluate the number of employees in the organization
b) To provide quantitative information about products, services, and processes
c) To identify the areas where an organization is underperforming
d) To assess customer satisfaction only

Answer: b) To provide quantitative information about products, services, and processes
Explanation: Performance measures offer quantitative data that helps in understanding, managing, and improving the effectiveness of an organization.

Q522. Which of the following is NOT one of the three characteristics of performance measures identified by Lawler and Rhode?
a) How complete or inclusive they are
b) How objective or impersonal they are
c) How much they can be controlled or influenced by members
d) How much they relate to customer satisfaction

Answer: d) How much they relate to customer satisfaction
Explanation: The three characteristics are completeness, objectivity, and controllability, not customer satisfaction.

Q523. What does effectiveness measure in performance evaluation?
a) The amount of resources used
b) The degree to which a product or service meets user expectations
c) The degree to which the output conforms to set requirements
d) The time taken to produce the service or product

Answer: c) The degree to which the output conforms to set requirements
Explanation: Effectiveness assesses how well a product or service meets the required standards or objectives.

Q524. Which performance measure indicates the minimum resource cost required to produce a service or product?
a) Efficiency
b) Effectiveness
c) Quality
d) Productivity

Answer: a) Efficiency
Explanation: Efficiency evaluates how well resources are utilized in producing a service or product, ideally at minimum cost.

Q525. What does the quality measure assess?
a) The level of profit generated by a service or product
b) The time taken to complete a task
c) The degree to which a service or product meets user requirements and expectations
d) The amount of labor used to produce a service or product

Answer: c) The degree to which a service or product meets user requirements and expectations
Explanation: Quality measures how well a product or service satisfies the needs and expectations of the users.

Q526. What is the focus of the timeliness performance measure?
a) Whether the product or service was produced within budget
b) Whether the product or service was delivered on time according to customer requirements
c) The level of customer satisfaction after receiving the product or service
d) The overall efficiency of the organization

Answer: b) Whether the product or service was delivered on time according to customer requirements
Explanation: Timeliness evaluates whether the product or service was provided as per the required schedule.

Q527. How is productivity measured?
a) By calculating the total revenue generated from the product or service
b) By dividing the value added by the product or service by the value of labor and capital costs
c) By measuring customer satisfaction with the product or service
d) By calculating the time taken to produce the service or product

Answer: b) By dividing the value added by the product or service by the value of labor and capital costs
Explanation: Productivity is determined by the ratio of value added to the total labor and capital costs involved in production.

Q528. What is the key difference between cost-benefit analysis and decision analysis?
a) Cost-benefit analysis focuses on customer satisfaction, while decision analysis focuses on product quality.
b) Cost-benefit analysis evaluates resource costs, while decision analysis evaluates the best course of action.
c) Cost-benefit analysis is only used for large projects, while decision analysis is used for all organizational activities.
d) Cost-benefit analysis measures the timeliness of a product, while decision analysis focuses on efficiency.

Answer: b) Cost-benefit analysis evaluates resource costs, while decision analysis evaluates the best course of action.
Explanation: Cost-benefit analysis compares costs with potential benefits, while decision analysis focuses on determining the most effective decisions based on various factors.

Q529. Which of the following is NOT typically a method used to measure performance in library and information centers?
a) Cost-benefit analysis measures
b) Decision analysis
c) Survey methods (observation, interviews, questionnaires)
d) Employee satisfaction surveys

Answer: d) Employee satisfaction surveys
Explanation: While employee satisfaction is important, the main performance measures in libraries are cost-benefit analysis, decision analysis, and survey methods focused on service outputs and user satisfaction.

Q530. Which of the following performance measures focuses on user expectations and service delivery?
a) Quality
b) Timeliness
c) Efficiency
d) Effectiveness

Answer: a) Quality
Explanation: Quality measures how well the service or product meets user expectations and requirements.

The methods of evaluation described:

Method	Description	Details/Techniques

Experimental Evaluation	Focuses on studying aspects of a problem in isolation, controlling variables to study the impact of specific factors.	- Study of information retrieval systems
		- Control of variables in an experimental setup
Qualitative Evaluation	Studies behavior, particularly information-seeking and handling behavior in real situations. Provides depth and understanding of user experiences.	- Interviews (formal or informal)
		- Observation (structured or unstructured)
		- Questionnaires (avoid open-ended questions)
		- Examination of records and documents (letters, forms, etc.)
User Studies	Focuses on understanding user characteristics and behavior, to ensure the service meets user needs and evaluates its success.	- Analysis of user satisfaction and behavior
		- Essential for evaluating the success of information systems

Q531. What does performance measurement help determine in an information system, service, or resource?
a) How the system is used by employees
b) How the system is performing in comparison to a theoretical maximum
c) The cost-effectiveness of the system only
d) The time taken to complete each task in the system

Answer: b) How the system is performing in comparison to a theoretical maximum
Explanation: Performance measurement compares the current system's performance with an ideal or theoretical maximum to evaluate its effectiveness.

Q532. Which of the following is NOT typically a performance measurement technique for information systems?
a) Cost-benefit analysis measures
b) Decision analysis
c) Employee feedback surveys
d) Survey methods such as observation, interviews, and questionnaires

Answer: c) Employee feedback surveys
Explanation: While useful for organizational management, employee feedback surveys are not standard techniques for measuring performance in information systems. Common methods include

cost-benefit analysis, decision analysis, and survey methods.

Q533. What is Recall in information retrieval?
a) The measure of how efficiently the system delivers only the relevant items
b) The measure of how well the system retrieves all relevant items
c) The time taken by the system to deliver results
d) The number of non-relevant items retrieved

Answer: b) The measure of how well the system retrieves all relevant items
Explanation: Recall evaluates how effectively the system retrieves all the relevant items, without missing any.

Q534. What is Precision in information retrieval?
a) The total number of items retrieved by the system
b) The measure of how well the system retrieves relevant items only
c) The time taken by the system to retrieve relevant items
d) The proportion of irrelevant items in the retrieval

Answer: b) The measure of how well the system retrieves relevant items only
Explanation: Precision assesses the system's efficiency in delivering only the relevant items in response to a query.

Q535. Which ratio is frequently used in conjunction with Recall to measure the efficiency of a search?
a) Accuracy ratio
b) Precision ratio
c) Efficiency ratio
d) Relevance ratio

Answer: b) Precision ratio
Explanation: The Precision ratio is used alongside Recall to assess the effectiveness of a search, focusing on the relevance of retrieved items.

Q536. How does the Precision ratio affect user effort in retrieving relevant items?
a) The lower the precision ratio, the more effort the user needs to expend
b) The higher the precision ratio, the more effort the user needs to expend
c) The precision ratio has no effect on user effort
d) The higher the precision ratio, the less effort the user needs to expend

Answer: d) The higher the precision ratio, the less effort the user needs to expend
Explanation: A higher precision ratio means the search results are more relevant, reducing the user's effort in sifting through irrelevant results.

Q537. What is the main objective of performance measurement in information services and systems?
a) To assess customer satisfaction with the system
b) To compare the system's performance with a theoretical maximum
c) To evaluate the cost of resources used by the system
d) To measure the number of users interacting with the system

Answer: b) To compare the system's performance with a theoretical maximum
Explanation: Performance measurement helps evaluate how effectively a system operates compared to an ideal or theoretical maximum.

Q538. In which performance measurement technique is the precision ratio primarily used?
a) System analysis
b) Cost-benefit analysis
c) Information retrieval
d) Decision analysis

Answer: c) Information retrieval
Explanation: The precision ratio is mainly used

in information retrieval systems to measure the relevance of retrieved items.

Q539. How do the recall and precision ratios work together in information retrieval?
a) Recall focuses on how relevant the retrieved items are, while precision evaluates how many relevant items are returned
b) Recall measures how many relevant items are missed, while precision evaluates how many non-relevant items are retrieved
c) Recall evaluates how many irrelevant items are retrieved, while precision focuses on the number of errors in the system
d) Recall and precision are unrelated and measure different aspects of performance

Answer: b) Recall measures how many relevant items are missed, while precision evaluates how many non-relevant items are retrieved
Explanation: Recall measures how effectively relevant items are retrieved, while precision measures how accurately only relevant items are returned.

Q540. What type of method is primarily used in decision analysis for performance measurement?
a) Cost-benefit analysis
b) Direct observation
c) Mathematical modeling
d) Surveys and interviews

Answer: c) Mathematical modeling
Explanation: Decision analysis often involves mathematical modeling to evaluate the best decision-making process based on available data.

Cost-Effectiveness Analysis and its components:

Aspect	Description
Cost	Measure of resources expended on a service, expressed in financial terms.
Effectiveness	Measure of how well user needs is satisfied or how well the system's objectives are achieved, usually quantitatively assessed.
Benefit	Measures the true worth of services to users, often difficult to quantify due to the inability to compare a control group deprived of services.
Cost-Effectiveness	Relates the cost of a service/system to its effectiveness, aiming to improve either cost reduction or performance improvement.
Cost-Benefit	Relates costs to overall benefits, but measuring benefits can be challenging.
Cost-Performance-Benefit	Investigates the relationship between system costs, performance, and benefits, the most comprehensive method of cost-related evaluation.

Q541. What is the primary purpose of the Delphi Technique?
a) To collect data from multiple surveys
b) To create automated decision-making systems
c) To improve forecasts and decisions using collective human judgment
d) To analyze numerical data for collection evaluation

Answer: c) To improve forecasts and decisions using collective human judgment
Explanation: The Delphi Technique relies on the collective judgment of multiple informed individuals to enhance decision-making and forecasting.

Q542. How does the Delphi Technique address biases in decision-making?

a) By ignoring individual opinions
b) By relying on automated systems for decision-making
c) By aggregating judgments from multiple informed individuals
d) By focusing solely on quantitative data

Answer: c) By aggregating judgments from multiple informed individuals
Explanation: The Delphi Technique reduces individual biases by combining insights from a group of experts to generate a more balanced forecast or decision.

Q543. In which fields is the Delphi Technique commonly used?
a) Technology, education, and healthcare
b) Agriculture, sports, and entertainment
c) Technology, education, and other forecasting fields
d) Politics, history, and literature

Answer: c) Technology, education, and other forecasting fields
Explanation: The Delphi Technique is widely applied in areas requiring expert forecasting, such as technology and education.

Q544. What are the two main approaches to collection evaluation in libraries?
a) Quantitative and qualitative
b) Analytical and empirical
c) Financial and procedural
d) Statistical and theoretical

Answer: a) Quantitative and qualitative
Explanation: Collection evaluation methods in libraries are categorized into quantitative (e.g., size and expenditure) and qualitative (e.g., expert judgment and use analysis).

Q545. Which of the following is a quantitative method for evaluating library collections?
a) Analysis of in-library use
b) Expert judgment
c) List-checking methods
d) Current growth rate of the collection

Answer: d) Current growth rate of the collection
Explanation: Quantitative methods include numerical measures such as the collection's growth rate and size.

Q546. Which of these is NOT a method under qualitative collection evaluation?
a) Circulation statistics
b) List-checking against standard lists
c) Subjective evaluation by experts
d) Size of the collection by various categorization methods

Answer: d) Size of the collection by various categorization methods
Explanation: This is a quantitative method. Qualitative methods focus on expert judgment, list-checking, and usage analysis.

Q547. What is the significance of expenditure analysis in collection evaluation?
a) To determine the age of the collection
b) To evaluate the cost-effectiveness of the collection in relation to the budget
c) To identify popular materials in the collection
d) To assess the physical condition of the collection

Answer: b) To evaluate the cost-effectiveness of the collection in relation to the budget
Explanation: Expenditure analysis evaluates how financial resources are allocated to the collection in proportion to the library's total budget.

Q548. Which of the following describes the list-checking method in qualitative evaluation?
a) Counting the total items in the collection
b) Comparing the collection against standard lists of recommended materials
c) Measuring circulation statistics
d) Evaluating the growth rate of the collection

Answer: b) Comparing the collection against standard lists of recommended materials
Explanation: The list-checking method involves assessing the collection based on standard lists or benchmarks from other institutions.

Q549. What type of evaluation method is "analysis of in-library use"?
a) Quantitative
b) Financial
c) Qualitative
d) Procedural

Answer: c) Qualitative
Explanation: Analysis of in-library use is a qualitative approach that examines how users interact with the library's collection.

Q550. What is one key metric included in the quantitative evaluation of a library collection?
a) Subjective expert judgment
b) Number of volumes per capita
c) Relevance to user needs
d) Usefulness of list-checking

Answer: b) Number of volumes per capita
Explanation: Quantitative evaluation includes metrics such as the ratio of collection size to the library's user population.

the evaluation of retrieval systems and their components:

Aspect	Description	Evaluation Techniques
Evaluation of Bibliographic Search Systems	Techniques to assess relevance and adequacy of bibliographic systems through recall and precision.	Case study method, questionnaires, failure analysis.
Evaluation of Printed Indexes	Performance judged from the user's ability to retrieve required information.	Recall, precision, time spent on search.
Evaluation of Databanks	Includes numerical and factual databanks, assessed based on coverage, comprehensiveness, quality, accuracy, reliability, and access.	Recall, precision, case study approach.
Evaluation of Catalogues and In-House Databases	Focus on assessing operational databases like library catalogues for user satisfaction and quantitative performance.	Quantitative performance assessment, user studies, quality comparison, user reactions.
Evaluation of SDI Systems	Concerned with the relevance, recall, precision, cost-effectiveness, timeliness, uniqueness, and quality of information delivered.	Relevance/pertinence analysis, recall, precision, cost-effectiveness, ease of use.

Q551. Who is the author of *User-oriented Evaluation of Information Systems and Services*?

a) Jo Bryson
b) David Bawden
c) F.W. Lancaster
d) Peter Brophy

Answer: b) David Bawden
Explanation: David Bawden authored this work, focusing on user-centered evaluation of information systems and services.

Q552. *Management Information System and Decision Support Systems in Libraries* was written by:
a) G. Edward Evans
b) Peter Brophy
c) Ricky Griffin
d) Barbara B. Moran

Answer: b) Peter Brophy
Explanation: Peter Brophy authored this book, emphasizing management information and decision support systems in library environments.

Q553. The book *Effective Library and Information Centre Management* was published by:
a) Gower
b) Jaico Publishing House
c) Neal-Schuman Publishers
d) Prentice Hall

Answer: b) Jaico Publishing House
Explanation: This book by Jo Bryson is published by Jaico Publishing House, based in Bombay.

Q554. Which authors wrote *Management Basics for Information Professionals*?
a) Stephen P. Robbins and Ricky Griffin
b) G. Edward Evans, Patricia L. Ward, and Bendick Rugaas
c) David R. Hampton and Ricky Griffin
d) Peter Hernon and Jo Bryson

Answer: b) G. Edward Evans, Patricia L. Ward, and Bendick Rugaas
Explanation: This book provides foundational knowledge for managing information professionals.

Q555. Which edition of *Principles of Management* by Ricky Griffin was published in 2005?
a) 3rd
b) 4th
c) 5th
d) 7th

Answer: b) 4th
Explanation: The 4th edition of *Principles of Management* by Ricky Griffin was published in 2005.

Q556. The book *Organisational Behaviour and the Practice of Management* is authored by:
a) David R. Hampton et al.
b) E.E. Lawler and J.G. Rhode
c) F.W. Lancaster
d) Robert D. Stueart and Barbara B. Moran

Answer: a) David R. Hampton et al.
Explanation: This work is a foundational text on organizational behavior and management practices.

Q557. Who authored *The Measurement and Evaluation of Library Services*?
a) Peter Hernon
b) F.W. Lancaster
c) J. Woodward
d) Jo Bryson

Answer: b) F.W. Lancaster
Explanation: This book by F.W. Lancaster focuses on metrics and evaluation methods for library services.

Q558. The work *Information and Control in Organisations* was written by:
a) Reeves and Woodward

b) E.E. Lawler and J.G. Rhode
c) Stephen P. Robbins
d) David Bawden

Answer: b) E.E. Lawler and J.G. Rhode
Explanation: This book explores organizational behavior and information control.

Q559. *Management Information Systems* by James A. O'Brien and George Marakas is in which edition (2005)?
a) 5th
b) 6th
c) 7th
d) 8th

Answer: c) 7th
Explanation: The 7th edition of *Management Information Systems* was published in 2005.

Q560. Who wrote the journal article *Service Quality and Outcome Measures*?
a) Patricia L. Ward
b) Peter Hernon
c) J.G. Rhode
d) Stephen P. Robbins

Answer: b) Peter Hernon
Explanation: This article focuses on evaluating service quality and measuring outcomes in academic libraries.

Q561. *Library and Information Center Management* is authored by:
a) Robert D. Stueart and Barbara B. Moran
b) Peter Brophy and David R. Hampton
c) E.E. Lawler and J.G. Rhode
d) Jo Bryson

Answer: a) Robert D. Stueart and Barbara B. Moran
Explanation: This book is a widely used resource in library management education and practice.

Q562. The study of managerial control by Reeves and Woodward is part of which book?
a) *Industrial Organisation: Behaviour and Control*
b) *Organisational Behavior*
c) *Library and Information Center Management*
d) *Management Basics for Information Professionals*

Answer: a) *Industrial Organisation: Behaviour and Control*
Explanation: Reeves and Woodward's work on managerial control is included in this edited book by J. Woodward.

Unit 9

Organizational Behavior

Q563. What is the focus of the individual level of analysis in organizational behavior?
a) Group dynamics and roles
b) Organizational structure and events
c) Individual behaviors and interactions in a situation
d) Group status and decision-making

Answer: c) Individual behaviors and interactions in a situation
Explanation: At the individual level, the study focuses on understanding how individual behaviors and interactions occur within a given situation.

Q564. Which level of analysis in organizational behavior focuses on group dynamics and roles?
a) Organizational level
b) Individual level
c) Group level
d) Structural level

Answer: c) Group level
Explanation: The group level of analysis examines group dynamics, roles, and group interactions within an organization.

Q565. At which level of analysis are events analyzed within the context of the organizational structure?
a) Group level
b) Individual level
c) Organization level
d) Leadership level

Answer: c) Organization level
Explanation: The organization level of analysis involves understanding events that occur within the structure of the organization, including its policies, hierarchy, and culture.

Q566. The Hawthorne studies were conducted by which researcher?
a) George Elton Mayo
b) Fredrick Taylor
c) Abraham Maslow
d) Douglas McGregor

Answer: a) George Elton Mayo
Explanation: George Elton Mayo conducted the Hawthorne studies, which focused on human relations and motivation in the workplace.

Q567. The Hawthorne studies were carried out at which company?
a) General Motors
b) Western Electric Company
c) Ford Motor Company
d) IBM

Answer: b) Western Electric Company
Explanation: The Hawthorne studies were carried out at the Western Electric Company's Hawthorne Works in Chicago.

Q568. What was the main finding of the Hawthorne studies regarding productivity and illumination?
a) Productivity increased when illumination was increased but decreased when it was reduced.
b) Productivity remained unaffected by changes in illumination.
c) Productivity decreased regardless of changes in illumination.
d) Productivity increased when illumination was decreased.

Answer: b) Productivity remained unaffected by changes in illumination.
Explanation: In the Hawthorne studies, productivity increased regardless of whether illumination was increased or decreased, which led to the conclusion that factors other than physical conditions, such as human relations, influenced productivity.

Q569. The Hawthorne studies contributed to the development of which theory?
a) Scientific Management
b) Motivation Theory and Human Relations
c) Bureaucratic Management
d) Transactional Leadership Theory

Answer: b) Motivation Theory and Human Relations
Explanation: The studies contributed to the development of motivation theory and the human relations movement, emphasizing the importance of workers' psychological and social needs.

Q570. In which book did Douglas McGregor introduce Theory X and Theory Y?
a) *The Principles of Scientific Management*
b) *The Human Side of Enterprise*
c) *Motivation and Personality*
d) *Organizational Behavior*

Answer: b) *The Human Side of Enterprise*
Explanation: Douglas McGregor introduced Theory X and Theory Y in his book *The Human Side of Enterprise* in 1960.

Q571. Which of the following assumptions is part of Theory X?
a) People view work as natural as rest or play.
b) People must be coerced or controlled to put in necessary effort.
c) People have a high degree of creativity and ingenuity.

d) People seek responsibility under proper conditions.

Answer: b) People must be coerced or controlled to put in necessary effort.
Explanation: Theory X assumes that individuals dislike work and must be controlled or threatened to perform.

Q572. Which of the following reflects the pessimistic view of human nature presented by Theory X?
a) Employees can exercise self-direction if committed to objectives.
b) The average person dislikes responsibility and prefers security.
c) Employees have untapped intellectual potential.
d) Job satisfaction leads to organizational commitment.

Answer: b) The average person dislikes responsibility and prefers security.
Explanation: Theory X highlights the belief that most people prefer to avoid responsibility and value security over other aspects.

Q573. Which of the following assumptions belongs to Theory Y?
a) Average human beings inherently dislike work.
b) Control and punishment are the only ways to make people work.
c) Employees can exercise self-direction if committed to objectives.
d) People must be directed to achieve organizational goals.

Answer: c) Employees can exercise self-direction if committed to objectives.
Explanation: Theory Y assumes that employees are capable of self-direction and self-control when they are committed to their goals.

Q574. What is one of the key suggestions proposed by Theory Y?
a) Workers should be given repetitive tasks to ensure productivity.
b) Employees should be coerced into achieving organizational goals.
c) Management should create a conducive atmosphere for individual development.
d) Employees should always be directed and monitored closely.

Answer: c) Management should create a conducive atmosphere for individual development.
Explanation: Theory Y emphasizes fostering an environment where employees can grow and contribute creatively.

Q575. According to McGregor, which of the following can maximize an employee's motivation?
a) Strict monitoring and enforcement of rules.
b) Assigning repetitive and easy tasks.
c) Participation in decision-making and challenging jobs.
d) Offering financial incentives as the sole motivator.

Answer: c) Participation in decision-making and challenging jobs.
Explanation: McGregor highlighted that involving employees in decision-making and giving them meaningful work can enhance motivation and commitment.

Q576. Which assumption is *not* part of Theory Y?
a) Work is as natural as rest or play.
b) The average person prefers to avoid responsibility.
c) Job satisfaction leads to commitment.
d) Employees have untapped creative potential.

Answer: b) The average person prefers to avoid responsibility.
Explanation: This assumption is part of Theory X, which presents a more negative view of employees.

Q577. How does Theory Y view the intellectual potential of employees?
a) It is fully utilized in modern industrial life.
b) It is underutilized and can be developed further.
c) It is limited and insufficient for problem-solving.
d) It requires constant supervision to be effective.

Answer: b) It is underutilized and can be developed further.
Explanation: Theory Y suggests that modern industrial life often fails to fully utilize employees' intellectual potential.

Q578. What is the most basic level of needs in Maslow's hierarchy?
a) Safety needs
b) Physiological needs
c) Esteem needs
d) Social needs

Answer: b) Physiological needs
Explanation: Physiological needs, such as food, shelter, and water, are the most fundamental in Maslow's hierarchy and are essential for survival.

Q579. What type of needs are characterized by the desire for stability, freedom, and security in Maslow's hierarchy?
a) Social needs
b) Safety needs
c) Esteem needs
d) Self-actualization needs

Answer: b) Safety needs
Explanation: Safety needs include physical and mental safety, job security, and the removal of fear and anxiety.

Q580. Which level of Maslow's hierarchy involves the need for belongingness, acceptance, and friendship?
a) Esteem needs
b) Safety needs
c) Social needs
d) Self-actualization needs

Answer: c) Social needs
Explanation: Social needs refer to the human desire for affection, relationships, and a sense of belonging within a group.

Q581. What is the highest level in Maslow's hierarchy of needs?
a) Esteem needs
b) Self-actualization needs
c) Safety needs
d) Social needs

Answer: b) Self-actualization needs
Explanation: Self-actualization is the pinnacle of Maslow's hierarchy and involves achieving one's full potential and personal growth.

Q582. Which of the following is NOT a critique of Maslow's hierarchy of needs?
a) Needs often overlap.
b) No empirical substantiation was provided.
c) It is overly complex and difficult to understand.
d) The model is considered simplistic by some critics.

Answer: c) It is overly complex and difficult to understand.
Explanation: Maslow's model is criticized for being simplistic and for overlapping needs but is acknowledged for its simplicity and applicability in understanding human motivation.

Q583. According to McClelland's Three Needs Theory, which need reflects the desire for close interpersonal relationships?
a) Need for Achievement
b) Need for Power
c) Need for Affiliation
d) Need for Recognition

Answer: c) Need for Affiliation
Explanation: The need for affiliation reflects the desire to build friendly and close interpersonal relationships.

Q584. Which need in McClelland's theory is associated with the drive to excel and achieve standards?
a) Need for Affiliation
b) Need for Power
c) Need for Achievement
d) Need for Control

Answer: c) Need for Achievement
Explanation: The need for achievement is the drive to meet and exceed a set of standards or goals.

Q585. What does the Need for Power, as described in McClelland's theory, focus on?
a) Building interpersonal relationships
b) Being influential and impacting others
c) Meeting and exceeding performance standards
d) Finding intrinsic motivation in tasks

Answer: b) Being influential and impacting others
Explanation: The need for power reflects the desire to influence and make an impact within an organization.

Q586. Cognitive Evaluation Theory suggests that extrinsic rewards can reduce what type of motivation?
a) Achievement motivation
b) Intrinsic motivation
c) Power-driven motivation
d) Affiliation-based motivation

Answer: b) Intrinsic motivation
Explanation: According to the Cognitive Evaluation Theory, providing extrinsic rewards for performing an interesting task reduces the intrinsic interest in the task.

Q587. What is a key implication of the Cognitive Evaluation Theory for organizations?
a) Reward systems should solely focus on extrinsic rewards.
b) Managers must balance extrinsic and intrinsic rewards effectively.
c) Extrinsic rewards always enhance motivation.
d) Intrinsic rewards have no impact on task performance.

Answer: b) Managers must balance extrinsic and intrinsic rewards effectively.
Explanation: The theory highlights the importance of considering how extrinsic rewards can affect intrinsic motivation, guiding managers to design balanced reward systems.

Q588. According to Goal Setting Theory, what is considered a major source of work motivation?
a) Reinforcement
b) Equity in rewards
c) Intentions to work toward a goal
d) Avoidance of unpleasant consequences

Answer: c) Intentions to work toward a goal
Explanation: Edwin Locke proposed that setting and working toward clear goals is a significant motivator in performance.

Q589. Reinforcement Theory suggests that people are likely to repeat behaviors that lead to which type of consequence?
a) Negative
b) Neutral
c) Positive
d) Unpredictable

Answer: c) Positive
Explanation: According to the theory, behaviors that result in positive consequences are likely to be repeated, while those leading to unpleasant outcomes are avoided.

Q590. What does Equity Theory primarily focus on in the workplace?
a) Goal achievement
b) Balancing inputs and outcomes
c) Intrinsic motivation
d) Reinforcement of behavior

Answer: b) Balancing inputs and outcomes
Explanation: Equity Theory examines how individuals compare their inputs (effort, time) and outcomes (rewards) to those of others, aiming for fairness.

Q591. What is the term used in Equity Theory to describe the emotional state caused by perceived unfairness in the input-output ratio?
a) Equity Balance
b) Motivation Gap
c) Equity Tension
d) Input-Output Conflict

Answer: c) Equity Tension
Explanation: Equity Tension occurs when individuals perceive an imbalance between their inputs and the outcomes they receive compared to others.

Q592. Which theory is behavioristic and emphasizes conditioning through positive or negative consequences?
a) Goal Setting Theory
b) Reinforcement Theory
c) Equity Theory
d) Expectancy Theory

Answer: b) Reinforcement Theory
Explanation: Reinforcement Theory focuses on behavior being influenced by the consequences, encouraging repetition of positive outcomes and avoidance of negative ones.

Q593. Who proposed the Expectancy Theory in his book "Work and Motivation" in 1964?
a) Edwin Locke
b) Victor Vroom
c) Douglas McGregor
d) Clayton Alderfer

Answer: b) Victor Vroom
Explanation: Victor Vroom introduced the Expectancy Theory to explain motivation based on the expectation of desired outcomes.

Q594. Which interpersonal conflict situation involves both parties losing in the resolution process?
a) Win-win
b) Win-lose
c) Lose-lose
d) Negotiation-neutral

Answer: c) Lose-lose
Explanation: In a lose-lose approach, neither party achieves a satisfactory outcome, often resulting from compromise or external arbitration.

Q595. What is the primary characteristic of a win-win conflict resolution?
a) One party dominates while the other concedes
b) Both parties' needs are met, resulting in mutual rewards
c) Both parties fail to resolve the conflict
d) A mediator resolves the issue without input from the parties

Answer: b) Both parties' needs are met, resulting in mutual rewards
Explanation: The win-win approach ensures that both parties achieve satisfying outcomes, fostering collaboration and mutual benefit.

Q596. What is the primary focus of the Johari Window model?
a) Knowledge about oneself and others in interpersonal interactions
b) Motivation and goal-setting in organizations
c) Conflict resolution strategies in group settings
d) Reward systems for individual performance

Answer: a) Knowledge about oneself and others in interpersonal interactions
Explanation: The Johari Window, developed by Joseph Luft and Harry Ingham, helps improve self-awareness and understanding in two-person interactions.

Q597. In which interpersonal conflict situation does one party's gain come at the other's

expense?
a) Lose-lose
b) Win-lose
c) Win-win
d) Neutral-neutral

Answer: b) Win-lose
Explanation: In a win-lose conflict, one party achieves its goals while the other fails, often leading to competitive or adversarial dynamics.

Unit-10

Managerial Quality and Leadership

Q598. Which leadership theory involves studying the biographies of leaders like Churchill, Gandhi, and Lincoln to understand leadership qualities?
a) Trait Theory
b) Great Man Theory
c) Behavioral Theory
d) Contingency Theory

Answer: b) Great Man Theory
Explanation: The Great Man Theory focuses on analyzing the lives of notable leaders to gain insights into their leadership processes and qualities.

Q599. According to the Great Man Theory, leadership is viewed as:
a) A skill that can be learned by anyone
b) A rare, innate gift possessed by certain individuals
c) A situational quality dependent on the environment
d) A team effort driven by group dynamics

Answer: b) A rare, innate gift possessed by certain individuals
Explanation: The Great Man Theory posits that leadership is an inborn quality found only in exceptional individuals.

Q600. How does Trait Theory differ from the Great Man Theory?
a) It denies the idea that leaders are born
b) It focuses on identifying traits common among leaders
c) It emphasizes situational leadership styles
d) It advocates for democratic leadership principles

Answer: b) It focuses on identifying traits common among leaders
Explanation: Trait Theory builds on the Great Man Theory by identifying specific traits that effective leaders possess.

Q601. What does Laissez-faire leadership style emphasize?
a) Centralized planning and strict control
b) Active involvement in day-to-day operations
c) Non-interference and autonomy for subordinates
d) Collaborative decision-making with equal authority

Answer: c) Non-interference and autonomy for subordinates
Explanation: Laissez-faire leadership, also known as Free Rein, is characterized by minimal involvement from the leader, allowing team members to operate independently.

Q602. Which of the following best describes the philosophy behind Laissez-faire leadership?
a) "Lead by strict control and supervision"
b) "Allow individuals to act independently"
c) "Collaborate and make joint decisions"
d) "Emphasize achieving group harmony"

Answer: b) "Allow individuals to act independently"
Explanation: The Laissez-faire style is rooted in the philosophy of minimal interference, allowing individuals freedom to work on their own.

Q603. The Managerial Grid Theory was developed by:
a) Victor Vroom and Joseph Luft

b) Robert Blake and Jane Mouton
c) Fred Fiedler and Edwin Locke
d) Abraham Maslow and Douglas McGregor

Answer: b) Robert Blake and Jane Mouton
Explanation: Robert Blake and Jane Mouton proposed the Managerial Grid Theory, which maps leadership styles based on concern for people and production.

Q604. In the Managerial Grid, a leadership style represented as 1,1 refers to:
a) Authority-Obedience Management
b) Country Club Management
c) Impoverished Management
d) Organisation Man Management

Answer: c) Impoverished Management
Explanation: The 1,1 leadership style reflects minimal concern for both people and production.

Q605. What does the 9,9 position in the Managerial Grid represent?
a) Authority-Obedience Management
b) Team Management
c) Country Club Management
d) Impoverished Management

Answer: b) Team Management
Explanation: The 9,9 position represents high concern for both people and production, emphasizing mutual trust, respect, and commitment.

Q606. The leadership style described as "comfortable, friendly, with little concern for output" is:
a) 1,1 Impoverished Management
b) 9,1 Authority-Obedience
c) 1,9 Country Club Management
d) 5,5 Organisation Man Management

Answer: c) 1,9 Country Club Management
Explanation: This style prioritizes employee comfort and morale over production.

Q607. Which leadership style on the Managerial Grid attempts to balance work concerns with employee morale?
a) 1,1 Impoverished Management
b) 5,5 Organisation Man Management
c) 9,9 Team Management
d) 9,1 Authority-Obedience

Answer: b) 5,5 Organisation Man Management
Explanation: The 5,5 style seeks to maintain a balance between work performance and a satisfactory level of morale, making it a compromise.

Q608. The Situational Leadership Theory was developed by:
a) Paul Hersey and Kenneth Blanchard
b) Fred Fiedler and Victor Vroom
c) Robert Blake and Jane Mouton
d) Joseph Luft and Harry Ingham

Answer: a) Paul Hersey and Kenneth Blanchard
Explanation: The Situational Leadership Theory emphasizes that the most effective leadership style depends on the maturity of followers and situational demands, developed by Hersey and Blanchard.

Q609. The instrument developed by Hersey and Blanchard for measuring leadership effectiveness is called:
a) Leader-Member Exchange (LMX)
b) Leader Effectiveness and Adaptability Description (LEAD)
c) Leadership Potential Assessment Tool (LPAT)
d) Least Preferred Co-worker (LPC) Questionnaire

Answer: b) Leader Effectiveness and Adaptability Description (LEAD)
Explanation: The LEAD instrument evaluates leadership style and effectiveness as part of the Situational Leadership Theory.

Q610. Fiedler's Contingency Model suggests that effective leadership depends on:
a) Leader's personality only
b) Interaction between the leader's behavior and organizational factors
c) Task-focused leadership exclusively
d) High LPC scores in all situations

Answer: b) Interaction between the leader's behavior and organizational factors
Explanation: Fiedler's model asserts that group effectiveness is contingent on the match between the leader's style and situational factors.

Q611. In Fiedler's Contingency Model, the LPC (Least Preferred Co-worker) questionnaire measures:
a) Organisational culture
b) Followers' maturity level
c) Leadership needs (task or relationship-oriented)
d) Situational favorableness

Answer: c) Leadership needs (task or relationship-oriented)
Explanation: The LPC questionnaire identifies whether a leader prioritizes task achievement or interpersonal relationships.

Q612. According to Fiedler, leaders tend to focus on higher-order needs when:
a) The environment is harsh and threatening
b) The environment is pleasant
c) Followers have low maturity levels
d) Organizational goals are unclear

Answer: b) The environment is pleasant
Explanation: Leaders emphasize higher-order needs in favorable environments and shift focus to lower-order needs in harsh conditions.

Q613. The Life Cycle Theory of leadership emphasizes:
a) The leader's motivation and needs
b) The leader's style flexibility and situational diagnosis
c) The group's maturity and cohesion
d) Strict adherence to a single leadership style

Answer: b) The leader's style flexibility and situational diagnosis
Explanation: Life Cycle Theory focuses on the leader's ability to adapt their style based on the situation and accurately assess the needs of their team.

Q614. Life Cycle Theory identifies two key factors that shape a leader's style. These are:
a) Task orientation and decision-making
b) Relationship orientation and maturity
c) Task orientation and relationship orientation
d) Authority and trust-building

Answer: c) Task orientation and relationship orientation
Explanation: The theory suggests that a leader's effectiveness is determined by their balance of task-focused and relationship-focused behaviors.

Q615. The Path-Goal Theory of leadership was developed by:
a) Paul Hersey and Kenneth Blanchard
b) Robert House and M.G. Evan
c) Fred Fiedler and Rensis Likert
d) Edwin Locke and Victor Vroom

Answer: b) Robert House and M.G. Evan
Explanation: The Path-Goal Theory emphasizes how a leader's behavior influences subordinates' motivation and was proposed by House and Evan.

Q616. Path-Goal Theory is closely associated with which motivation theory?
a) Equity Theory
b) Expectancy Theory
c) Maslow's Hierarchy of Needs
d) Reinforcement Theory

Answer: b) Expectancy Theory
Explanation: Path-Goal Theory aligns with Vroom's Expectancy Theory, focusing on how leaders motivate subordinates to achieve goals.

Q617. Unlike Rensis Likert's Four Systems Theory, Path-Goal Theory suggests that a leader can:
a) Use a single system universally
b) Apply all four behaviors in different situations
c) Ignore subordinate motivation entirely
d) Prioritize personal goals over group goals

Answer: b) Apply all four behaviors in different situations
Explanation: Path-Goal Theory advocates using varied leadership behaviors based on situational demands, unlike Likert's theory, which favors System 4 exclusively.

Q618. According to Rensis Likert, which leadership style is characterized by a lack of confidence and trust, heavy use of fear and punishment, and decisions made at the top?
a) System 1 - Exploitative Autocratic
b) System 2 - Benevolent Autocratic
c) System 3 - Consultative
d) System 4 - Participative Team

Answer: a) System 1 - Exploitative Autocratic
Explanation: System 1 is marked by authoritarian control, fear, and little to no subordinate participation in decision-making.

Q619. In which leadership style does the leader take a paternalistic approach and reward employees for good performance, but with a relatively low level of trust?
a) System 1 - Exploitative Autocratic
b) System 2 - Benevolent Autocratic
c) System 3 - Consultative
d) System 4 - Participative Team

Answer: b) System 2 - Benevolent Autocratic
Explanation: System 2 is characterized by a paternalistic attitude where employees are rewarded for performance but still work under a low level of trust.

Q620. Which leadership style allows employees a considerable degree of freedom to make decisions and emphasizes the use of rewards rather than punishment?
a) System 1 - Exploitative Autocratic
b) System 2 - Benevolent Autocratic
c) System 3 - Consultative
d) System 4 - Participative Team

Answer: c) System 3 - Consultative
Explanation: System 3 allows more freedom for decision-making and promotes the use of rewards to motivate employees, fostering a more open and consultative environment.

Q621. Which of the following leadership styles is characterized by full involvement of employees in setting goals, making decisions, and a high degree of trust and confidence?
a) System 1 - Exploitative Autocratic
b) System 2 - Benevolent Autocratic
c) System 3 - Consultative
d) System 4 - Participative Team

Answer: d) System 4 - Participative Team
Explanation: System 4 involves full participation of employees in decision-making and goal-setting, fostering a high degree of trust, communication, and collaboration.

Q622. What concept does Likert's System 4, the Participative Team model, often relate to, where the leader links different groups within an organization?
a) Transformational Leadership
b) Theory X
c) Linking Pin Theory
d) Leadership Continuum Theory

Answer: c) Linking Pin Theory
Explanation: In System 4, the leader acts as a "linking pin" between groups, ensuring collaboration and communication across various levels of the organization.

Unit-11

Human Resource Planning and Development

Q623. Which of the following is NOT a key activity typically included in Human Resource Management (HRM)?
a) Equal employment opportunity programmes
b) Employee recruitment and selection
c) Product development
d) Career development and counseling

Answer: c) Product development
Explanation: Product development is a business function unrelated to HRM, which focuses on activities like recruitment, training, and performance evaluation.

Q624. Which HRM activity focuses on ensuring that employees receive fair compensation and benefits in exchange for their work?
a) Career development
b) Compensation and benefits
c) Labour relations
d) Safety and health

Answer: b) Compensation and benefits
Explanation: Compensation and benefits involve managing salaries, wages, bonuses, and benefits packages for employees.

Q625. What does HRM involve in terms of 'employee recruitment and selection'?
a) Organizing social events for employees
b) Hiring and orienting new employees
c) Providing performance feedback
d) Ensuring employee safety at the workplace

Answer: b) Hiring and orienting new employees
Explanation: Recruitment and selection involve attracting, choosing, and training new employees for roles within the organization.

Q626. Which of the following HRM activities involves providing training opportunities to improve employees' skills and performance?
a) Task analysis
b) Training and development
c) Work scheduling
d) Labour relations

Answer: b) Training and development
Explanation: Training and development focus on enhancing employees' abilities and skills to perform their jobs more effectively.

Q627. Which HRM activity is focused on maintaining a safe work environment and addressing any health issues related to the workplace?
a) Employee recruitment
b) Safety and health
c) Career development
d) Performance evaluation

Answer: b) Safety and health
Explanation: Safety and health involve ensuring the workplace is safe and that employees' health needs are addressed to minimize risks and injuries.

Q628. Which HRM function includes ensuring that employees adhere to organizational policies and standards of conduct?
a) Discipline, control, and evaluation of personnel function
b) Career development
c) Human resources planning
d) Labour relations

Answer: a) Discipline, control, and evaluation of personnel function
Explanation: This function ensures that employees follow rules and regulations, and includes evaluating their adherence to company standards and addressing any infractions.

Q629. What HRM activity involves analyzing the tasks and responsibilities required for specific job positions?

a) Task analysis
b) Career development
c) Labour relations
d) Employee orientation

Answer: a) Task analysis
Explanation: Task analysis involves examining the tasks, duties, and responsibilities that are part of a job role to ensure it is clearly defined and understood.

Q630. What is the primary focus of the macro approach in HRM?
a) Ensuring the right person is hired for the right job
b) Defining organizational objectives and creating strategies for execution
c) Providing training and development for employees
d) Handling personnel recruitment and selection

Answer: b) Defining organizational objectives and creating strategies for execution
Explanation: The macro approach in HRM is focused on defining the overall direction, objectives, and strategies of the organization, with input from line managers for implementation.

Q631. Which HRM approach focuses on implementing and executing activities and programs to achieve organizational goals?
a) Macro approach
b) Micro approach
c) Strategic approach
d) Organizational approach

Answer: b) Micro approach
Explanation: The micro approach is focused on the execution of HRM activities, including recruitment, skill development, and ensuring that the right person fits the right job to achieve organizational objectives.

Q632. What is a key function of the micro approach in HRM?
a) Establishing policy guidelines
b) Evolving strategies for executive actions
c) Personnel recruitment, selection, and placement
d) Defining organizational objectives

Answer: c) Personnel recruitment, selection, and placement
Explanation: The micro approach involves the day-to-day implementation of HRM practices, such as recruitment, skill development, and job placement to meet the organization's goals.

Q633. The macro approach in HRM involves which of the following?
a) Job analysis and task allocation
b) Defining policies, rules, and procedures for implementation
c) Distributing personnel to various units and divisions
d) Personnel training and development

Answer: b) Defining policies, rules, and procedures for implementation
Explanation: The macro approach focuses on setting up the larger structure of HRM, including defining organizational objectives, policies, and ensuring top management and line managers cooperate in executing them.

Q634. What is the purpose of task analysis, job analysis, and job description in the micro approach?
a) To define the organization's goals
b) To assess the overall performance of the organization
c) To ensure the right person fits the right job
d) To establish policies and strategies for implementation

Answer: c) To ensure the right person fits the right job
Explanation: These activities are part of the micro approach and aim to match the right person with the right job, which enhances work efficiency, output, and job satisfaction.

Q635. How does the micro approach contribute to job satisfaction in HRM?
a) By defining organizational policies
b) Through hands-on training and skill acquisition
c) By establishing task and job analysis
d) Through the participation of line managers in policy making

Answer: b) Through hands-on training and skill acquisition
Explanation: The micro approach contributes to job satisfaction by ensuring that employees develop the necessary skills and gain experience, which leads to higher engagement and satisfaction with their roles.

Q636. What does the macro approach to HRM primarily focus on?
a) Ensuring employees receive adequate training
b) Recruitment and placement of personnel
c) Defining the direction of the organization and formulating plans and strategies
d) Job analysis and specification

Answer: c) Defining the direction of the organization and formulating plans and strategies
Explanation: The macro approach focuses on high-level organizational strategies, policies, and ensuring alignment with the overall objectives of the company.

Q637. What is the primary purpose of job analysis?
a) To create a job specification
b) To study and collect information about the duties and responsibilities of a specific job
c) To design compensation packages for a job
d) To define organizational policies

Answer: b) To study and collect information about the duties and responsibilities of a specific job
Explanation: Job analysis is the process of studying and collecting detailed information about a job's operations and responsibilities, which is fundamental to preparing job descriptions and specifications.

Q638. Which of the following does a job description typically include?
a) Desired attributes of the person doing the job
b) Achievable results and reporting functions
c) Guidelines for employee training
d) Information about the work environment

Answer: b) Achievable results and reporting functions
Explanation: A job description provides a factual statement of the job's duties, including job identification, job summary, achievable results, and reporting-supervising functions.

Q639. What does a job specification describe?
a) The tools and equipment needed for a job
b) The minimum acceptable human qualities required to perform a job
c) The relationships with other employees
d) The company's organizational structure

Answer: b) The minimum acceptable human qualities required to perform a job
Explanation: A job specification describes the desired attributes of the person performing the job, including the necessary qualifications, skills, and experience to perform the job effectively.

Q640. Which of the following is NOT typically included in job specification?
a) Mental processes required for the job
b) Job context and other job characteristics
c) Job duties and responsibilities
d) Work output expected from the job

Answer: c) Job duties and responsibilities
Explanation: Job duties and responsibilities are typically part of the job description, not the job specification. Job specification focuses on the skills, qualities, and characteristics required to perform the job.

Q641. Job analysis, job description, and job specification are primarily used in which HRM

activities?
a) Employee training and development
b) Recruitment, selection, and placement
c) Compensation and benefits planning
d) Organizational development

Answer: b) Recruitment, selection, and placement
Explanation: These three processes provide the foundation for recruitment, selection, and placement, ensuring the right person is hired for the right job based on the job's requirements.

Q642. Which of the following is typically included in a job specification?
a) Achievable results for the job
b) Mental and physical processes required
c) Job summary and duties
d) Reporting relationships

Answer: b) Mental and physical processes required
Explanation: Job specification outlines the mental processes and physical characteristics necessary to perform the job, such as skills, aptitudes, and qualifications.

Q643. Job analysis, job description, and job specification together form the basis for which of the following?
a) Salary and compensation packages
b) Recruitment, selection, and placement
c) Employee performance appraisals
d) Organizational policy and procedure development

Answer: b) Recruitment, selection, and placement
Explanation: Together, these tools form the foundation for the recruitment process, helping to match job requirements with suitable candidates during the hiring process.

Recruitment and Selection Process

Step No.	Recruitment and Selection Process	Details
1	**Initiation**	Concerned line managers initiate the process to fill in posts.
2	**Advertisements**	Advertisements are placed in newspapers and professional journals. These include details of job types, number of posts, requirements, conditions, career prospects.
3	**Consultancy Agencies**	Agencies such as Employment bureaus, Placement agencies, Advertisement agencies, and Personnel consultants help in recruitment and selection for a fee.
4	**Campus Interviews**	Personnel managers visit educational and training institutions to conduct campus interviews and select young

		candidates for responsible positions.
5	**Screening Applications**	Personnel departments screen applications to shortlist candidates for interviews. Written tests may also be conducted for shortlisting.
6	**Personal Interviews/Assessment**	Personal interviews or other methods are conducted to assess the suitability of candidates for various positions.

Induction and Deployment

Step No.	Induction and Deployment Process	Details
1	**Induction**	Proper induction ensures employees feel welcomed and understand the organization's values and objectives. Many libraries/information centers neglect this.
2	**Deployment**	After induction, employees are assigned to roles where they fit best based on their skills, responsibilities, and ability to work in teams.
3	**Deployment Considerations**	Careful deployment is critical to avoid conflicts and ensure the effectiveness of personnel.

Personnel Development

Step No.	Personnel Development Process	Details
1	**Performance Appraisal**	Regular performance appraisals are essential for understanding staff strengths and areas for improvement.
2	**Training and Development**	Staff training and development are integral to achieving organizational growth and targets.
3	**Changing Perspectives and Attitudes**	Shaping the perspectives and attitudes of employees to align with organizational goals is an important part of personnel development.
4	**Communication**	Effective communication fosters a positive work environment and enhances productivity.

Q644. What is the primary purpose of performance appraisal?

a) To evaluate an employee's performance in relation to established standards
b) To assess the mental capabilities of employees
c) To determine salary adjustments based on tenure
d) To establish training requirements for employees

Answer: a) To evaluate an employee's performance in relation to established standards
Explanation: Performance appraisal systematically evaluates an individual's job-related strengths and weaknesses, comparing actual performance to predefined standards to assess if it meets expectations.

Q645. Which of the following is NOT typically a purpose of performance appraisal?
a) Performance improvement
b) Determining employee compensation
c) Organizational concerns like communication and manpower planning
d) Hiring new employees

Answer: d) Hiring new employees
Explanation: Performance appraisals are used for purposes such as performance improvement, determining remuneration, promotions, and organizational concerns, but hiring new employees is not part of the appraisal process.

Q646. In the context of performance appraisal, how is qualitative performance typically measured?
a) Through work output and turnover
b) Using numerical data only
c) By analyzing personnel qualities and behaviors
d) Based on external factors like market conditions

Answer: c) By analyzing personnel qualities and behaviors
Explanation: Qualitative performance is measured through accepted yardsticks of personnel qualities, disposition, behavior patterns, and other subjective criteria.

Q647. Which of the following best describes training in an organizational context?
a) A process of acquiring general knowledge through formal education
b) Learning how to execute plans and tasks through practical application
c) A method for assessing employees' performance
d) A process for developing managerial skills for promotion

Answer: b) Learning how to execute plans and tasks through practical application
Explanation: Training focuses on practical education, enabling employees to learn skills or techniques to perform tasks effectively in their roles.

Q648. What is the main difference between education and training?
a) Education is more focused on practical application, while training is theoretical
b) Education develops general and special abilities, while training focuses on learning to practice specific skills
c) Training involves learning theoretical knowledge, while education teaches how to perform tasks
d) Education is for senior-level positions, while training is for junior-level positions

Answer: b) Education develops general and special abilities, while training focuses on learning to practice specific skills
Explanation: Education helps individuals develop intellectual capabilities and theories, while training is more focused on practical, hands-on experience to apply methods and techniques in specific tasks.

Q649. Which of the following best describes development in the context of training and development?
a) Learning a new skill for current responsibilities
b) Preparation for future responsibilities and

greater roles
c) Acquiring knowledge for immediate application
d) Adapting to technological changes in the industry

Answer: b) Preparation for future responsibilities and greater roles
Explanation: Development is the method of preparing individuals to take on responsibilities that are beyond their current roles, focusing on long-term growth and career advancement.

Q650. In training and development, what is crucial for effective learning?
a) Using only formal classroom-based learning
b) Motivation, understanding the relevance of learning, and the capacity to absorb knowledge
c) Immediate financial rewards for successful learning
d) Only senior employees need training and development

Answer: b) Motivation, understanding the relevance of learning, and the capacity to absorb knowledge
Explanation: Effective learning requires motivation, an understanding of the relevance of the learning to personal or organizational goals, and the capacity to learn from experience.

Q651. What is the focus of training in the field of library and information studies?
a) Learning programming languages for database management
b) Changing perceptions, attitudes, and approaches in handling information
c) Focusing on the marketing strategies of the library
d) Acquiring hardware skills for running a library system

Answer: b) Changing perceptions, attitudes, and approaches in handling information
Explanation: Training in library and information studies focuses on changing attitudes and perceptions to effectively handle knowledge and information, with an emphasis on the evolving needs of the information industry.

Employment Planning Techniques

Step No.	Technique	Details
1	**Expert-Estimate Technique**	An expert forecasts employment needs based on personal experience and intelligent guess. Effectiveness increases when combined with the Delphi technique.
2	**Delphi Technique**	A forecasting method involving intensive questioning through a series of questionnaires to achieve a consensus from experts without direct meetings.
3	**Trend Projection Technique**	Forecasting based on past relationships between employment-related factors and staff, using historical data to estimate future staff needs.
4	**Modelling Technique**	Uses sophisticated forecasting methods like Markov models and regression analysis, relating one or more factors to estimate staff requirements.
5	**Unit Demand Forecasting Technique**	A bottom-up approach where unit forecasts are summed up by top management to project total employment needs, focusing on job requirements and staff quality.

6	**Quality Circles (QCs)**	Small employee groups working together to discuss and agree on ways to improve quality, productivity, and working arrangements.

HRD Concepts and Systems

Step No.	Concept/System	Details
1	**Individual Employee**	HRD focuses on individual development in three aspects: self-management, competence building, and advancement to contribute maximally to organizational growth.
2	**Role**	Role is the position an employee occupies, based on expectations from significant individuals. Key aspects: optimum stress, linkages, and autonomy.
3	**Dyad**	The relationship between an employee and supervisor forms the foundation of the organizational structure. Key aspects: trust, mutuality, and communication.
4	**Team**	Teamwork is essential for organizational success. Key ingredients: cohesion and resource utilization.
5	**Inter Team**	Cooperation between different teams (within sections, departments) is necessary to achieve corporate goals.
6	**Organisation**	An organization must be dynamic and responsive to changes. Key aspects: growth, impact, and self-renewal.
7	**Appraisal System**	Appraisal focuses on three aspects: performance, potential, and performance coaching. Performance appraisal is common, but potential and coaching often receive less focus.
8	**Career Systems**	Focuses on the advancement of employees within the organization. Key aspects: career development plans, planning, and monitoring.
9	**Training System**	A widely used system for building staff skills. Key areas: types of training, in-house or external training, evaluation, and

		utilization of training.
10	**Work Systems**	Focuses on work-related issues at all levels. Key areas: task analysis, quality of work life, productivity, and quality of products and services.
11	**Cultural System**	Developing organizational culture through appropriate climate and communication. Key areas: top-down, bottom-up, horizontal, circular, and external communication.

Unit-12

Budgeting and Types

Q652. What is a key advantage of developing a multi-tier budget for a library?
a) It ensures that the top-most tier is always approved
b) It provides a range of service levels with corresponding costs, showing flexibility in requests
c) It avoids the need for budget analysis
d) It focuses on only the minimum core services required for the library

Answer: b) It provides a range of service levels with corresponding costs, showing flexibility in requests
Explanation: A multi-tier budget allows the librarian to present different service levels, showing flexibility and providing options, which increases the chances of getting the budget approved at a reasonable level.

Q653. Why should a librarian avoid recommending the top-most tier in a multi-tier budget?
a) The top-most tier is always overestimated
b) The top-most tier is likely to be rejected by management
c) The top-most tier is unnecessary for library services
d) It would cost more than the library can afford

Answer: b) The top-most tier is likely to be rejected by management
Explanation: Recommending the top-most tier can lead to disappointment as it is often rejected due to its high cost. A more realistic tier is recommended to increase the chances of approval.

Q654. When comparing the proposed budget with the current level of service, what is typically the reason for the increase in funds?
a) The introduction of new services
b) An increase in the salary budget
c) Inflation and price increases for books and subscriptions
d) A decrease in the number of staff

Answer: c) Inflation and price increases for books and subscriptions
Explanation: The increase in the budget is often due to inflation and rising costs of books, periodicals, and other resources, as well as necessary increases in fixed costs like salaries.

Q655. What could happen if the library does not receive additional funds?
a) The library can eliminate all fixed costs to balance the budget
b) No change in services will occur
c) The library might have to reduce services due to rising costs in fixed and variable expenses
d) The library will reduce its operational costs significantly

Answer: c) The library might have to reduce services due to rising costs in fixed and variable expenses

Explanation: Without additional funds, the library may face cuts in services because fixed costs like salaries continue to rise, and variable costs like books and subscriptions may have to be reduced.

Q656. What is the rationale behind presenting a comparison of current and proposed budgets?
a) To show that the proposed budget includes only new services
b) To emphasize that the current budget is adequate without any changes
c) To demonstrate that the majority of the requested funds are for maintaining current services, not for new ones
d) To focus only on the costs of new services

Answer: c) To demonstrate that the majority of the requested funds are for maintaining current services, not for new ones
Explanation: By comparing the current and proposed budgets, the librarian can show that most of the increased funds are necessary to maintain existing services, rather than introducing new services.

Q657. What might be the consequence if the library management does not approve additional funds for the budget?
a) New services will be implemented immediately
b) The library will run its services at a loss
c) Existing library services will be scaled back to fit the available budget
d) The librarian can reduce fixed costs like staff salaries

Answer: c) Existing library services will be scaled back to fit the available budget
Explanation: Without additional funds, the library may have to cut back on existing services, as fixed costs like salaries cannot be reduced, and variable costs like books and subscriptions may be cut.

Unit-13

Budgeting Control System

Q658. What is the primary purpose of a budget in an organization?
a) To determine the overall direction of the organization
b) To track the success of marketing strategies
c) To plan and control expenditure and revenue for a specific period
d) To evaluate employee performance

Answer: c) To plan and control expenditure and revenue for a specific period
Explanation: The main purpose of budgeting is to plan and control how money is spent and how revenue is generated within a set period, ensuring the organization's financial goals are met.

Q659. What is the common denominator used in budgeting to express both financial and non-financial terms?
a) Percentage
b) Time
c) Rupee
d) Dollar

Answer: c) Rupee
Explanation: In budgeting, the common denominator used to quantify plans, both financial and non-financial, is the Rupee, which allows for consistent expression and measurement of resources.

Q660. What role does a budget serve for an information center manager?
a) It acts as a guide to direct management actions and track progress
b) It serves as a tool to reduce all expenditures
c) It focuses solely on increasing revenue
d) It provides a platform for evaluating staff performance

Answer: a) It acts as a guide to direct management actions and track progress
Explanation: A budget is a tool for the information center manager, providing a roadmap

to guide actions, measure progress, and highlight variations from the plan.

Q661. What is the key characteristic of a budget that aids in financial control?
a) It tracks only the incoming revenue
b) It helps in evaluating operational performance and suggesting corrective actions
c) It eliminates all fixed costs
d) It focuses only on new projects and services

Answer: b) It helps in evaluating operational performance and suggesting corrective actions
Explanation: A budget is used as a financial control tool to evaluate the performance of operations, highlight deviations, and implement corrective actions when necessary.

Q662. What is one of the challenges faced by those working with budgets?
a) The inability to increase the budget annually
b) The requirement to justify all expenditures and handle budget cuts
c) The luxury of working without financial restrictions
d) The freedom to allocate funds without limitations

Answer: b) The requirement to justify all expenditures and handle budget cuts
Explanation: One of the challenges of budgeting is that all expenditures must be justified, and unexpected cuts or fluctuations in the budget must be managed effectively.

Q663. How does a budget support the planning process within an organization?
a) By increasing profits without addressing costs
b) By providing a quantitative plan of action and tracking progress
c) By ensuring that there are no limitations on resource usage
d) By reducing the need for detailed financial planning

Answer: b) By providing a quantitative plan of action and tracking progress
Explanation: A budget provides a clear, quantifiable plan and acts as a tool for tracking progress towards achieving financial goals, helping in proper planning and adjustments where necessary.

Unit-14

Costing Techniques

Q664. What is the primary purpose of costing in an organization?
a) To track revenue and profits
b) To estimate the cost of producing a product, providing a service, or operating a department
c) To forecast future market trends
d) To manage employee salaries

Answer: b) To estimate the cost of producing a product, providing a service, or operating a department
Explanation: Costing is used to estimate the expenses involved in producing a product, providing services, or managing operations within an organization.

Q665. How does Bob McKee define costing?
a) As a process of budgeting for a company's future needs
b) As a method for recording financial transactions
c) As the analysis of costs, often at the unit level, to allocate expenditure to specific activities
d) As a way to control an organization's overall expenses

Answer: c) As the analysis of costs, often at the unit level, to allocate expenditure to specific activities
Explanation: Bob McKee defines costing as a process of analyzing costs in detail, often at the level of unit cost, to allocate expenditure effectively to different areas of activity.

Q666. What does cost accounting primarily involve according to Jain and Narang?
a) Forecasting future market trends
b) The classifying, recording, and allocation of expenditure for determining costs
c) Tracking employee productivity
d) Analyzing revenue streams

Answer: b) The classifying, recording, and allocation of expenditure for determining costs
Explanation: Jain and Narang define cost accounting as involving the classification, recording, and allocation of expenditure to determine the costs of products or services and provide data for management control and guidance.

Q667. What does costing aim to achieve in an organization?
a) Maximizing profit at the expense of quality
b) Identifying the full cost of a process or action at a detailed level
c) Minimizing expenses without assessing their impact on quality
d) Estimating revenue growth over time

Answer: b) Identifying the full cost of a process or action at a detailed level
Explanation: Costing aims to identify the full, detailed cost of a process or action, enabling better management and allocation of resources within the organization.

Q668. According to the Encyclopaedia Britannica (1974), what does costing help an organization obtain?
a) Expenditure trends for the next quarter
b) Estimates for producing a product, providing a service, or performing a function
c) A breakdown of the revenue per employee
d) Information on global market competition

Answer: b) Estimates for producing a product, providing a service, or performing a function
Explanation: Costing helps organizations obtain estimates for various activities, including product production, service provision, and departmental operations.

Elements of Cost

Step No.	Element	Details
1	**Material Cost**	The cost of materials used to provide a product or service. Direct material costs can be assigned to specific physical units (e.g., paper, packaging).
2	**Labour Cost**	The cost of human effort needed for preparing information products or providing services.
3	**Expenses**	Expenses can be direct or indirect. Direct expenses can be allocated to specific cost centres.
4	**Capital Cost**	The cost that affects the total cost of a product, service, or activity. Includes investments in long-term assets.

Classification of Costs

Step No.	Cost Type	Details
1	**Fixed Costs**	Costs that remain constant despite fluctuations in output (e.g., management salary, administrative overheads).
2	**Variable Costs**	Costs that change in direct proportion to the volume of output (e.g., direct

		materials, electricity, wages).
3	**Semi-Variable Costs**	Costs that remain constant within a given range of activity but can change with a certain increase (e.g., depreciation, repairs).
4	**Step Costs**	Costs that remain fixed over a range of activity and then jump to a new level (e.g., salary of additional staff).

Components of Total Cost

Step No.	Component	Details
1	**Prime Cost**	Direct material, direct labor, and direct expenses. Known as basic cost.
2	**Production Cost**	Prime cost + indirect material, indirect labor, and indirect expenses.
3	**Office Cost**	Office and administrative overheads, services, and distribution costs.
4	**Total Cost of a Cost Centre**	Prime cost + production cost + office cost + distribution costs. Represents cost of an activity, service, or product in the library.

Depreciation Calculation Methods

Step No.	Method	Details
1	**Straight-Line Method**	Depreciation is spread evenly over the useful life of the asset.
2	**Sum-of-Years Method**	Depreciation is calculated more in the initial years and less in the later years. The sum of years is used to determine the allocation.
3	**Example Calculation**	Purchase price: Rs. 1,00,000, Salvage price: Rs. 10,000, Useful life: 5 years. Total depreciation = Rs. 90,000.

Cost of an Employee Calculation

Step No.	Formula	Explanation
1	**D = A - (W + H + L)**	Calculation for productive days in a year (D). A = annual days (365), W = weekends, H = holidays, L = leave availed.
2	**Example**	A = 365, W = 104 (weekends), H = 16 (holidays), L = 40 (leave), D = 365 - (104 + 16 + 40) = 205 productive days.

Costing of an Online Search

Cost Type	Details	Example/Items
Materials - Indirect	Capital and materials that contribute to the infrastructure and maintenance of the library's online	Microcomputer, Communication software, Modem, Printer, Voltage stabilizers, System manuals, Thesauri, Furniture, Computer paper, Computer ribbons, Office stationery

	search service.	(for billing, correspondence).
Labour - Indirect	Costs related to staff involved in managing, supporting, and coordinating the online search.	Coordinator/Manager, Searcher, Supporting staff, Security.
Expenses - Indirect	Expenses that are necessary for training, promoting, and maintaining the online search service.	Telephone line, Staff training, Travel for training, Promotional expenses (literature, online demonstrations, complimentary searches), Annual Maintenance Contracts.
Expenses - Direct	Costs directly related to conducting the online search, including connectivity and data retrieval.	Connect time, Telecommunication (call charges, data transfer charges), Citation (downloading charges).
Prime Cost	The sum of direct material costs, direct labour, and direct expenses associated with the online search.	Direct costs from the above categories (direct expenses like connect time and telecommunication) .
Production Cost	Prime cost + indirect material costs + indirect labour costs + indirect expenses, apportioned per search and annually calculated.	Includes indirect materials, labour, and expenses (annualized and apportioned).
Total Cost of Search	Production cost + information distribution (mailing) cost + apportioned administrative overheads of the library.	Mailing cost for distributing results and other library overheads (admin costs).

Steps to Calculate the Total Cost of a Search:

1. **Prime Cost**: Add direct material, direct labour, and direct expenses.
2. **Production Cost**: Include indirect materials, indirect labour, and indirect expenses, and apportion them per day/year for the online search.
3. **Total Cost of Search**: Add production cost to information distribution costs and administrative overheads.

Unit-15

Cost Analysis

Q678. What is the primary purpose of cost analysis?
a) To create a profit margin
b) To study the impact of taxes on costs
c) To serve as the basic tool for other descriptive

and analytical cost studies
d) To predict future costs based on historical data

Answer: c) To serve as the basic tool for other descriptive and analytical cost studies
Explanation: Cost analysis is the fundamental tool in cost studies, helping in budgeting, performance measurement, and guiding further analysis.

Q679. What can data derived from cost analysis be used for?
a) Predicting market trends
b) Accounting, budgeting, and performance measurement
c) Enhancing employee productivity
d) Determining sales prices for products

Answer: b) Accounting, budgeting, and performance measurement
Explanation: The data from cost analysis helps in carrying out procedures related to accounting, budgeting, and measuring performance effectively.

Q680. What is a key characteristic of a sound budget presentation?
a) High estimated profits
b) Underlying cost analysis of different alternatives
c) Focus on reducing taxes
d) Detailed marketing strategies

Answer: b) Underlying cost analysis of different alternatives
Explanation: A well-prepared budget typically relies on cost analysis to present different alternatives and make informed decisions.

Q681. Which of the following is a key approach used in cost analysis?
a) Cost inflation
b) Cost effectiveness
c) Sales forecasting
d) Market competition

Answer: b) Cost effectiveness
Explanation: Cost effectiveness is one of the key approaches in cost analysis, focusing on achieving the desired results with minimal expenditure.

Q682. What does cost-benefit analysis focus on?
a) Comparing costs against expected benefits
b) Estimating long-term costs only
c) Maximizing the profits without considering costs
d) Analyzing the number of employees involved in production

Answer: a) Comparing costs against expected benefits
Explanation: Cost-benefit analysis compares the costs involved in a project or decision to the expected benefits to determine its overall value.

Q683. What does a cost-utility analysis assess?
a) The utility or value of a product compared to its cost
b) How to minimize taxes
c) The effectiveness of advertising strategies
d) The costs of employee benefits

Answer: a) The utility or value of a product compared to its cost
Explanation: Cost-utility analysis evaluates the utility or benefit derived from a product or service in relation to its cost.

Q684. What does a cost-feasibility analysis help determine?
a) The long-term impact of market changes
b) Whether a project or service is financially viable
c) How much profit a company can expect to make
d) The demand for a product or service

Answer: b) Whether a project or service is financially viable
Explanation: Cost-feasibility analysis helps

assess whether the costs of a project or service are feasible within the available financial resources.

Steps in Cost Analysis

Step	Description	Examples
1. Identification and Quantification of the Process	The process to be analyzed must be clearly named and isolated for tracking throughout the accounting process.	Example: Acquisition process, Circulation process, etc.
2. Division of the Process into Smaller Component Steps	After identifying the process, it is broken down into smaller, manageable units to facilitate easier analysis.	Example: Acquisition process → Book selection, Ordering, Purchase, Accession
3. Determination of Resource Requirements for Each Step	Identify the resources needed for each step of the process. Four general resource types: manpower, supplies, supervision, and equipment.	Example: Resources for "Book selection" → Staff (manpower), Budget (supplies), Library Manager (supervision), Computer systems (equipment)
4. Identification of Time and Volume for a Process and Relate It to Cost	Quantify the process in terms of time or volume of work done to relate it to the associated cost.	Example: Time spent on "Ordering books" → 5 hours per week, Volume → 100 books per month
5. Cost Analysis and Alternates	Scrutinize the activities involved in the process and explore alternate methods to compare costs and benefits of different approaches.	Example: Analyzing alternative methods for book procurement (Online vs. traditional methods)

Short Notes

Cost Benefit Analysis (CBA)

- **Definition**: CBA evaluates alternatives by comparing their costs and benefits, both expressed in monetary terms.
- **Purpose**: Helps to determine whether the benefits of a project or service outweigh the costs, and assists in deciding whether to proceed with the project.
- **Focus**: Social costs and benefits.
- **Outcome**: Measures the value of costs and benefits of each alternative to make an informed decision.

Cost Utility Analysis (CUA)

- **Definition**: CUA compares alternatives in terms of their costs and the utility (satisfaction or benefits) derived from them.
- **Purpose**: It uses both **quantitative** and **qualitative** data to assess the effectiveness

of alternatives, particularly when subjective judgments are involved.

- **Appropriate Use**: When assessing the potential outcomes of library services, such as user satisfaction or qualitative benefits, that cannot easily be measured in monetary terms.
- **Outcome**: Provides insights on the effectiveness of alternatives based on perceived or estimated utility.

Cost Feasibility Analysis (CFA)

- **Definition**: CFA focuses solely on estimating whether the cost of alternatives fits within the available budget or resources.
- **Purpose**: Determines whether any given alternative can be considered based on its cost alone, without evaluating its benefits or outcomes.
- **Appropriate Use**: This is used early in the decision-making process to filter out alternatives that exceed budget constraints.
- **Outcome**: Only assesses if an alternative is financially viable and does not consider which alternative offers the best overall value.

Q685. What is the primary purpose of cost-benefit analysis?
a) To evaluate social costs and benefits in monetary terms
b) To minimize the cost of production
c) To calculate employee salaries
d) To assess employee productivity

Answer: a) To evaluate social costs and benefits in monetary terms
Explanation: Cost-benefit analysis evaluates the costs and benefits of alternatives in monetary terms to help decide whether to proceed with a project.

Q686. Which of the following is a key characteristic of cost-utility analysis?
a) It focuses on monetary measurements only
b) It uses only quantitative data for decision-making
c) It combines both qualitative and quantitative data for evaluation
d) It solely measures production costs

Answer: c) It combines both qualitative and quantitative data for evaluation
Explanation: Cost-utility analysis incorporates both qualitative and quantitative data, making it suitable for subjective assessments, such as evaluating library services.

Q687. What is the primary focus of cost-feasibility analysis?
a) Estimating the social impact of a project
b) Determining whether the cost of an alternative is within available resources
c) Measuring the utility of a project or service
d) Analyzing long-term profit from a project

Answer: b) Determining whether the cost of an alternative is within available resources
Explanation: Cost-feasibility analysis focuses on assessing whether the cost of an alternative is within the available budget or resources for further consideration.

Q688. Which of the following approaches uses only the cost factor for analysis?
a) Cost utility analysis
b) Cost feasibility analysis
c) Cost-benefit analysis
d) Cost-effective analysis

Answer: b) Cost feasibility analysis
Explanation: Cost feasibility analysis only considers the cost factor to determine if an alternative is financially viable, without analyzing the results or benefits of that alternative.

Q689. When is cost-utility analysis most appropriate?
a) When only quantitative data is available
b) When evaluating the financial profitability of a project
c) When assessing subjective outcomes, such as library service effectiveness
d) When comparing costs against profits in a business setting

Answer: c) When assessing subjective outcomes, such as library service effectiveness
Explanation: Cost-utility analysis is useful when subjective assessments, like the effectiveness of library services, need to be evaluated alongside costs.

Q690. What does cost-benefit analysis primarily help in deciding?
a) The most cost-effective way to reduce employee salaries
b) Whether to proceed with a project based on its costs and benefits
c) The best way to increase production efficiency
d) How to reduce operational costs

Answer: b) Whether to proceed with a project based on its costs and benefits
Explanation: Cost-benefit analysis helps determine if the benefits of a project outweigh its costs, aiding in the decision of whether to proceed.

Q691. What is the focus of the first stage in cost analysis, "Costing of the Input"?
a) Identifying the labour time expended
b) Calculating the fixed costs
c) Establishing the costs of various inputs like labour and materials
d) Summing up the output costs

Answer: c) Establishing the costs of various inputs like labour and materials
Explanation: The costing of the input involves identifying and establishing the costs of various inputs (labour, materials, etc.) required for the process.

Q692. What is the primary concern during the "Costing of the Throughput" stage in cost analysis?
a) Monitoring and assessing the performance of the process using input cost data
b) Calculating fixed costs
c) Measuring the output productivity
d) Establishing the minimum cost of a process

Answer: a) Monitoring and assessing the performance of the process using input cost data
Explanation: During the throughput stage, cost indices are prepared based on input cost data to monitor and assess the performance of the production process.

Q693. In which stage of cost analysis are the input and throughput costs summed up to calculate the total cost?
a) Costing of the Input
b) Costing of the Throughput
c) Costing of the Output
d) Cost measurement

Answer: c) Costing of the Output
Explanation: Output costing is the final stage of cost analysis where the costs of input and throughput are summed up, along with considering productivity and volume of production.

Q694. Which method of cost analysis involves measuring the actual work done during production?
a) Estimation or ingredient method
b) Work measurement
c) Costing of the Input
d) Output costing

Answer: b) Work measurement
Explanation: Work measurement is a method of cost analysis where the actual work done during production is measured to determine its associated costs.

Q695. What does the "Costing of the Output" stage help in determining?
a) The price of a process and its performance
b) The fixed costs of the process
c) The labour cost for a given process
d) The throughput cost only

Answer: a) The price of a process and its performance
Explanation: Output costing helps in determining the final price of the process and assessing its overall performance based on the input and throughput costs.

Q696. Which of the following methods of cost analysis involves estimating the required resources for a process?
a) Work measurement
b) Estimation or ingredient method
c) Costing of the Throughput
d) Costing of the Input

Answer: b) Estimation or ingredient method
Explanation: The estimation or ingredient method involves estimating the resources required for a process, rather than measuring the actual work done.

Unit-16

Information as a Marketable Commodity

Q697. According to Philip Kotler, what is the main purpose of marketing?
a) Selling and promotion only
b) Achieving organizational objectives through voluntary exchanges
c) Developing new products
d) Identifying target customers

Answer: b) Achieving organizational objectives through voluntary exchanges
Explanation: Philip Kotler defines marketing as the analysis, planning, implementation, and control of programs designed to achieve organizational objectives through voluntary exchanges with target markets.

Q698. What does marketing heavily rely on, according to Philip Kotler's definition?
a) Promotion and advertising
b) Effective pricing, communication, and distribution
c) Expanding market share
d) Manufacturing processes

Answer: b) Effective pricing, communication, and distribution
Explanation: Kotler emphasizes that marketing relies heavily on designing the organization's offerings in line with target market needs and desires, using effective pricing, communication, and distribution methods.

Q699. What is the basic concept of marketing according to the text?
a) Selling and promoting a product
b) Analysis, planning, implementation, and control of programs for voluntary exchanges
c) Manufacturing and product development
d) Distribution of products

Answer: b) Analysis, planning, implementation, and control of programs for voluntary exchanges
Explanation: The basic concept of marketing is focused on the analysis, planning, implementation, and control of carefully formulated programs to bring about voluntary exchanges for achieving organizational objectives.

Q700. What is necessary to determine if information is a marketable commodity?
a) Understanding the features of information as a commodity
b) Examining the promotion strategies of information
c) Developing a marketing budget for information
d) Studying competitors in the information industry

Answer: a) Understanding the features of information as a commodity
Explanation: Before determining if information is marketable, it is necessary to understand its characteristics, production, demand, supply, and distribution aspects as a commodity.

Q701. What is the general tendency associated with marketing?
a) Production and distribution
b) Selling and promotion of a product
c) Pricing strategy
d) Market research

Answer: b) Selling and promotion of a product
Explanation: Marketing is generally associated with the selling and promotion of a product, although it includes broader activities as described by Kotler.

Unit-17

Marketing: Approach and Techniques

Q702. According to Philip Kotler, what is the purpose of marketing management?
a) To manage product manufacturing
b) To bring about desired exchanges with target audiences for personal or mutual gain
c) To create advertising campaigns
d) To analyze competitors' strategies

Answer: b) To bring about desired exchanges with target audiences for personal or mutual gain
Explanation: Kotler defines marketing management as the analysis, planning, implementation, and control of programs designed to bring about desired exchanges with target audiences to achieve personal or mutual gain.

Q703. What activities are included in marketing according to the text?
a) Only selling and promotion
b) Selling, advertising, physical distribution, and sales promotion
c) Only advertising
d) Product development and pricing

Answer: b) Selling, advertising, physical distribution, and sales promotion
Explanation: Marketing includes activities like selling, advertising, physical distribution, and sales promotion, all of which help in the exchange process.

Q704. What is the purpose of advertising as defined in the text?
a) To encourage customers to make an immediate purchase
b) To create customer loyalty
c) To increase brand recognition
d) To lead to an immediate sale or a sale at a later date

Answer: d) To lead to an immediate sale or a sale at a later date
Explanation: Advertising aims to prompt an immediate sale or a sale in the future when the customer recognizes a need for the product.

Q705. What is the key difference between publicity and advertising?
a) Publicity is paid by the sponsor, while advertising is free
b) Publicity is non-personal promotion without a paid sponsor and is referred to as indirect advertising
c) Publicity focuses on customer service, while advertising focuses on product quality
d) Publicity is more personal than advertising

Answer: b) Publicity is non-personal promotion without a paid sponsor and is referred to as indirect advertising
Explanation: Publicity involves non-personal promotion where the sponsor is not identified and does not pay for the communication, which distinguishes it from advertising.

Q706. What is sales promotion primarily focused on?
a) Creating brand awareness
b) Encouraging customers to purchase goods or pay for services
c) Managing product distribution
d) Building customer loyalty

Answer: b) Encouraging customers to purchase goods or pay for services
Explanation: Sales promotion includes communication activities that motivate customers to purchase goods or services, distinct from advertising or publicity.

Q707. What is the primary characteristic of the "Introduction" stage in the product life cycle?
a) High sales growth and low prices
b) Slow growth, requiring heavy advertising and promotion for awareness
c) Stable sales and profits
d) Rapid decline in sales

Answer: b) Slow growth, requiring heavy advertising and promotion for awareness
Explanation: During the introduction stage, the market grows slowly, necessitating heavy advertising and promotion to build awareness of the product.

Q708. What happens to prices and profits during the "Growth" stage of the product life cycle?
a) Prices rise and profits decrease
b) Prices fall and profits increase
c) Prices and profits remain stable
d) Prices and profits both decrease

Answer: b) Prices fall and profits increase
Explanation: In the growth stage, sales increase, new market segments are explored, and promotion shifts to brand advertising, leading to a reduction in prices and an increase in profits.

Q709. During which stage of the product life cycle do sales grow at a slower pace and brand loyalty becomes important?
a) Introduction
b) Growth
c) Maturity
d) Decline

Answer: c) Maturity
Explanation: In the maturity stage, sales continue to grow but at a slower pace, products reach saturation, and more emphasis is placed on servicing, repair, and brand loyalty.

Q710. What is the main factor governing the rate of decline in the "Decline" stage of the product life cycle?
a) Increasing brand loyalty
b) Stable consumer tastes
c) Changes in consumer tastes, fashion, and technological advances
d) Heavy promotion and advertising

Answer: c) Changes in consumer tastes, fashion, and technological advances
Explanation: The rate of decline in the decline stage is influenced by changes in consumer tastes, fashion, and technical advances that lead to effective substitutes for the product.

Q711. What options are available for a product in the "Decline" stage?
a) The product is withdrawn from the market or rejuvenation tactics are applied
b) The product is rebranded for new markets
c) The product enters a growth stage
d) The product's price is drastically increased

Answer: a) The product is withdrawn from the market or rejuvenation tactics are applied
Explanation: In the decline stage, the product may either be completely withdrawn from the market or rejuvenation tactics, such as product improvements or new marketing strategies, may be applied to extend its life.

Q712. Which pricing method is based primarily on the total or marginal cost of production?
a) Demand-based pricing

b) Cost-based pricing
c) Competition-based pricing
d) Average cost pricing

Answer: b) Cost-based pricing
Explanation: Cost-based pricing is based on the total or marginal cost of production, and pricing is determined by adding fixed percentages to the unit cost.

Q713. What characterizes "demand-based pricing"?
a) Prices are based on the level of competition in the market
b) Prices are determined based on the intensity of demand, regardless of cost
c) Prices are fixed based on the total cost of production
d) Prices are set based on market trends and external factors

Answer: b) Prices are determined based on the intensity of demand, regardless of cost
Explanation: In demand-based pricing, the price is set based on the demand levels, with lower prices charged where demand is weak and higher prices charged where demand is intense. This is a form of price discrimination.

Q714. What is the main factor influencing prices in "competition-based pricing"?
a) The demand for the product
b) The cost of production
c) The ongoing price in the market
d) The long-term profits

Answer: c) The ongoing price in the market
Explanation: In competition-based pricing, prices are determined by the ongoing price in the market, not by the cost of production or demand. It reflects the collective wisdom of the industry regarding a fair price.

Q715. What is the focus of "average cost pricing"?
a) The price is set to achieve the maximum possible profit
b) The price covers all the fixed and variable costs associated with the product
c) The price is determined by competitors' prices in the market
d) The price fluctuates based on demand changes

Answer: b) The price covers all the fixed and variable costs associated with the product
Explanation: In average cost pricing, the price of a product is set to cover all the fixed and variable costs associated with it, ensuring the company breaks even on costs.

Q716. Which pricing objective aims to recover a portion of production costs, often through user fees?
a) Market penetration
b) Market equity
c) Cost recovery
d) Market limitation

Answer: c) Cost recovery
Explanation: Cost recovery pricing aims to recover a portion of the production costs, and in the case of library and information services, the variable costs are often covered by user fees, while fixed costs may be covered by the government or host institution.

Q717. What pricing objective is commonly used when introducing new products or services to the market?
a) Market equity
b) Cost recovery
c) Market penetration
d) Market limitation

Answer: c) Market penetration
Explanation: Market penetration pricing, also known as maximum participation pricing, is used to introduce new products or services by setting low prices to attract consumers and encourage them to enter the market.

Q718. In which pricing objective are prices raised to limit market demand once a product is established?
a) Market equity
b) Cost recovery
c) Market limitation
d) Market penetration

Answer: c) Market limitation
Explanation: Market limitation pricing is used once a product is established, and low prices lead to excess demand. To prevent disequilibrium, prices are raised to limit the market and manage demand.

Q719. Which pricing objective is focused on charging based on the economic nature of the goods, such as public goods, private goods, or merit goods?
a) Market equity
b) Cost recovery
c) Market penetration
d) Market limitation

Answer: a) Market equity
Explanation: Market equity pricing seeks to charge services based on the economic nature of the goods. Public goods are funded by taxes, merit goods have benefits for the community, and private goods benefit individuals in the short and long term, leading to more equitable user charges.

Market Segmentation and its elements, as described in the provided content:

Market Segmentation Factor	Description	Examples
Easier Marketing	Market segmentation helps address the needs of small groups with common characteristics, making marketing efforts more targeted and effective.	Targeted library services for specific groups such as children, senior citizens, or researchers.
Find Niches	Segmentation helps identify less contested markets or buyers for newly launched products or services.	Mobile library services for remote rural areas, or libraries targeting new tech-savvy users.
Efficient Marketing	Resources are focused on segments most receptive to the offerings, reducing waste of time and funds.	Direct mail campaigns for specific library programs, online promotions for e-books or databases.
Large Enough Market Segments	The identified market segments must be large enough to sustain a service or product.	Offering services in urban areas with a large population base.
Measurable Differences in Segments	There should be significant, measurable differences between market segments.	Demographic variables like age, income, or education level affecting library needs and services.
Responsive to Promotion	Segments must be responsive to communication and promotional activities.	Libraries offering special promotions to attract students or

		new library members.
Reachable Through Media	The segment must be reachable through specific media channels (e.g., online, TV, print).	Using social media platforms to reach younger library users or local newspapers to advertise library events.
Interest in Different Benefits	Segments must be interested in different benefits offered by the product or service.	Offering educational workshops for children vs. research tools for professionals .
Profitability of Market Extension	The profit from reaching a segment must exceed the costs of developing multiple marketing programs.	Expanding library services to specific sectors like R&D organizations or mobile libraries in rural areas.

Market Segmentation by Type:

Segmentation Type	Description	Example
Geographical Segmentation	Market divided by geography (regions, states, countries). Determines the size, type, and	Public libraries in different regions offering services specific to local needs,
	services of libraries.	such as mobile libraries.
Demographic Segmentation	Based on demographic factors like age, sex, income, occupation, etc. Widely used in libraries for targeting specific groups.	Services for children, senior citizens, or library programs based on specific income groups or education levels.
Psychographic Segmentation	Dividing the market based on lifestyle, personality traits, or socioeconomic status.	Libraries offering different services for tech enthusiasts vs. those with traditional preferences.
Behavioural Segmentation	Divides buyers based on their product knowledge, usage, attitude, and responses to marketing efforts.	Loyalty programs for regular library users or special services for occasional visitors.